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ONTARIO POLICE COMMISSION

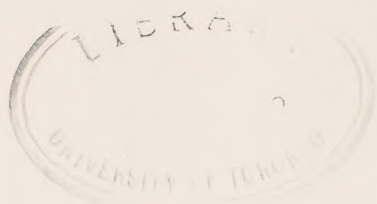
A SURVEY

of the

KINGSTON POLICE FORCE

COUNTY OF FRONTENAC

F. J. Taylor,
W. F. Johnston,
Advisers to the
Ontario Police Commission.



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CENTRE OF CRIMINOLOGY

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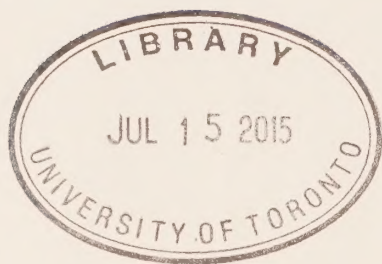


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PREFACE

In past history the policing function was the responsibility of the citizenry and it gradually evolved that this responsibility and authority was delegated to a few selected citizens. Police Forces were thus formed to provide a service to the citizens of the community to prevent crimes against persons and property and to bring people responsible for such crimes before the courts. The authority to delegate responsibility still remains with the citizenry and reveals a healthy sign when the people show an interest and concern on the operation and success of a police organization.

From time to time it is vital that the Police Organization examine its role and operation in order to establish future planning, policies and improvements, so that the quality of service provided satisfies the general public and gives them peace of mind. This survey was initiated for that reason.

The Kingston Police Force has many commendable programmes and achievements to its credit. As an organization, it is on a solid foundation in terms of accommodation, equipment, budget and other facilities. There are also many weaknesses and in a report such as this the weaknesses tend to be accentuated and overshadow the strengths of the force. Although the report will be critical in some areas, it is not intended to reflect adversely on past accomplishments, but to emphasise requirements in order to build for the future, in most cases, on existing programmes and by re-evaluation of present organizational structure and policies.

In the past few months changes have been made at the Senior Administrative Staff level in the form of promotions. It would then appear to be an excellent time for re-evaluation of existing programmes and policies.

It is hoped that suggestions and recommendations contained in this report will be accepted as constructive criticism to eliminate weak areas and assist the Force in bringing further improvements to its operation. Each recommendation is an integral part of the whole and adoption and sincere effort to implement them is essential to the overall success of the organization.



ONTARIO
POLICE
COMMISSION

June , 1973.

Mr. E. D. Bell, Q.C.,
Chairman,
Ontario Police Commission.

A SURVEY OF THE ADMINISTRATION,
ORGANIZATION AND ADEQUACY OF THE
KINGSTON POLICE FORCE.

As directed, a meeting was held with Judge A. R. Campbell, Chairman of the Board of Commissioners of Police for the City of Kingston, on Thursday, March 15, 1973, to discuss the very substantial increases in criminal occurrences during the period of 1967 to 1972, and that there would appear to be grounds for a study by the Ontario Police Commission.

Advisers W. F. Johnston and F. J. Taylor discussed the situation at length with Judge Campbell, who advised that the subject had been given the attention of the Board and in view of the interest by the Ontario Police Commission, it would be placed on the agenda for the March 15, 1973 meeting. At this meeting of the Board the following resolution was passed:

Administration of the Police Department

Moved by Mayor Speal and carried that the letter of the Ontario Police Commission be acknowledged and they be advised that the Commission welcomes the appointment of Messrs. F. J. Taylor and W.F. Johnston, Advisers on Police Services, to make an assessment of criminal occurrences in Kingston; further that Mr. James B. McClelland be thanked for his interest and offer of assistance in organizing a study of the administration of the Police Department and notified that this study has been placed in abeyance until a report has been received from the Ontario Police Commission.

Police Governing Authority Body

Board of Commissioners of Police:

Chairman - Judge A. R. Campbell
Members - Mayor George N. Speal
- Mr. J. A. Cunningham

Secretary to the Board - Mr. T. J. McKibbin,
Clerk Comptroller

Scope

The scope of the survey, as agreed between the Board of Commissioners of Police and the Ontario Police Commission Advisers, is as follows:

- A. The impact of parolees, temporary absences and escapees from the five Federal Penal Institutions on the City of Kingston with reference to the increase in crime and the effect on the work load of the Police Force.
- B. The formal organization of the force, administration, the field operation of the force, including the deployment and adequacy, personnel training, recruitment, promotional procedures and records.

The field work was carried out between March 15, 1973, and May 11, 1973. The method employed was through interviews, examination and observation. All senior members of the force were interviewed, at various times, as well as all supervisory ranks, and a large number of Constables, from recent appointees to Constables with years of experience. Interviews were also held with the Board of Commissioners of Police, two Aldermen, all Aldermen were notified and had the opportunity, but did not see fit to make arrangements for an interview, City Officials, the Crown Attorney and other Court officials, the Press, representatives of Ratepayers Organizations and other selected citizens of Kingston. Discussions were

also held with the Regional Director of Penal Institutions, the District Representative of the National Parole Service and the Ontario Provincial Police.

The City of Kingston

The City of Kingston, population, 59,711, is located in Frontenac County, on the shores of Lake Ontario. Four main highways service the area: the Macdonald-Cartier Freeway, across the Northern portion of the City and King's Highway #2, which passes East and West through the main business section, and highways #38 and #15, service the areas to the North and North-east.

Kingston and the surrounding areas are steeped in historical background and hold an enviable position in the annals of Canadian history. This year Kingston is celebrating its Tercentenary - 300 years as a settled community. The Governor of Canada, Count Frontenac, landed at Katarauoi, July 12, 1673, and built a military and trading post. In 1841, Kingston became the residence of the country's first Prime Minister, Sir John A. Macdonald and the seat of the first meeting of the Parliament of Canada, June 14, 1841. Kingston's second name is the "Limestone City".

It is also the home of Queen's University and boasts a student population of approximately 10,000, with young men and women attending, not only from across Canada, but from other countries of the world. The St. Lawrence College of Applied Arts and Technology is also located there. Kingston is a major medical centre for the eastern part of Ontario and also has a 795 bed Psychiatric Hospital. Military and other institutions are located in the City.

Municipal Data

Population	-	59,711
Students	-	Approx. 10,000
Penal Institutions	-	Approx. 2,500

Taxable Assessment, 1972 for 1973

			<u>%</u>
Residential	-	\$67,154,441.00	43
Commercial	-	23,567,565.00	15
Business	-	10,264,360.00	6.5
Exempt			35.5
Total:		\$100,986,366.00	100.0

Area in Square Miles - 106

Miles of Roads and Streets - 13

Police Budget - 1973

\$1,789,054.00

(Does not include salary adjustments for the year 1973)

The Adjoining Townships

Populations

	<u>Regular</u>	<u>Summer</u>
Kingston Township (Adjoins Kingston City on the West and North)	19,322	19,925
Loughborough Township	2,426	3,026
Pittsburgh Township (Adjoins Kingston City on the East)	4,775	5,357
Portland Township	3,583	4,036
Storrington Township	2,445	3,276
Wolfe Island Township	1,236	2,400
Howe Island Township	186	265
Canadian Forces Base	5,500	

The policing responsibility is under the Ontario Provincial Police Detachment, located near Cataraqui. Staff Sergeant W. L. Etmanski is the officer in charge and has under his command, 5 Corporals,

and 34 Constables, 4 Civilians in Communications, and 3 Stenographers.

Kingston Township, the most heavily populated, has a Taxable Assessment, 1972 for 1973, as follows:

Residential	-	\$21,999,025.00
Farm	-	1,159,695.00
Commercial	-	\$15,284,710.00
Industrial	-	
		<hr/>
Total:		\$38,443,430.00

	Approved 1973 Estimate	Committee Amendment	Same Level	1973 Rec.by Dept. Head	1972 Actual	1971 Actual
<u>PROTECTION TO PERSONS & PROPERTY</u>						
<u>POLICE</u>						
<u>PERSONAL SERVICES</u>						
Salaries - Policemen		1,283,052.	1,240,164.	1,386,539.	1,224,744.	1,087,280.
Police Commissioners				2,465.	2,465.	2,471.
Salaries - Office Staff				63,176.	61,145.	51,421.
Service Pay				10,974.	10,884.	10,214.
Wages (School Aides)				39,100.	38,182.	32,703.
Pilot Boat Standby				250.	250.	250.
Welfare Plans				32,900.	33,531.	34,989.
Training				2,500.	2,000.	1,933.
Terminal Benefits				2,000.	2,000.	2,000.
Workmen's Comp. & Medical				4,000.	3,381.	3,592.
		1,440,417.	1,397,529.	1,543,904.	1,378,582.	1,226,854.
<u>FIXED CHARGES</u>						
Insurance				1,084.	1,153.	491.
Car Allowances				2,160.	1,800.	2,160.
				3,244.	2,953.	2,651.
<u>SUPPLIES ETC.</u>						
Office & Printing			5,000.	5,500.	4,738.	4,570.
Heat, Light & Water				20,000.	19,321.	1,468.
Clothing & Clothing Allowances		22,798.	20,686.	25,599.	14,897.	18,388.
Telephone & Telegrams				13,155.	12,514.	7,248.
Advertising				350.	299.	300.
Membership Fees				104.	78.	80.
Travelling (Net)			680.	1,280.	187.	(632.)
Miscellaneous Supplies			2,700.	3,500.	2,381.	2,039.
Photographic Supplies				1,000.	952.	409.
Zerox Rental Supplies				2,500.	1,981.	2,848.
Flashlights, Batteries etc.			310.	358.	415.	120.
Ammunition, Tear Gas etc.				525.	247.	33.
Meals for Prisoners				1,000.	742.	2,697.
		70,322.	68,210.	75,071.	50,157.	39,567.

Ranks - Police Personnel

1	Chief of Police
1	Deputy Chief of Police
3	Inspectors
1	Sergeant of Detectives
2	Staff Sergeants
3	Detective Sergeants
4	Sergeants
10	Detectives
5	Corporals
50	Constables, 1st Grade
3	Constables, 2nd Grade
2	Constables, 3rd Grade
3	Probationary Constables
2	Policewomen
1	Cadet
—	
91	Total Police Strength

Civilian Staff

1	Chief Clerk (female)
3	Clerks - (female) - Central Records
4	Clerk Stenographers (female)
1	Switchboard operator (female)
2	Special Constables (1) Dog Inspector (2) Mechanic

On March 26, 1973, the Board of Commissioners of Police authorized the addition of six constables to the police strength. This will provide a total of 97 Police personnel, all ranks.

COMPARISONS

	1967	1968	1969	1970	1971	1972	1973
Population	54,086	54,665	56,159	55,495	56,530	57,689	59,711
Authorized Police Strength	85	88	90	90	91	91	97
Civilian Strength	10	10	10	10	10	11	11
Police Population Index	1/628	1/607	1/610	1/603	1/607	1/620	1/615
Per Capita Cost	\$14.30	\$16.88	\$18.50	\$19.81	\$27.20	\$29.75	\$29.96 (approx.)

Note: Civilian Strength includes Mechanics and Dog Inspector, who are Special Constables.

1972
INFORMATION PERTAINING TO OPERATION
OF POLICE FORCES
IN THE PROVINCE OF ONTARIO

<u>FORCE</u>	<u>POLICE STRENGTH</u>	<u>POLICE BUDGET</u>
Municipal Police Forces	9,757	\$162,356,740.
Ontario Provincial Police	<u>3,943</u>	<u>66,947,000.</u>
TOTALS:	13,700	\$229,303,740.

PER CAPITA COST (Based on
a population figure
of 7,700,000) \$29.78

* * * * *

MUNICIPAL POLICE FORCES

	Municipal Forces (160)	Metro, Regions Cities (32)	Villages, Towns, etc. (128)
Population served by Municipal Police Forces	6,274,492	4,882,224	1,392,268
Police Budget	\$162,356,740.	\$134,916,312.	\$27,440,428.
Police Strength	9,757	8,085	1,672
Per Capita Cost	\$25.88	\$27.63	\$19.71
Police Population Index	1/643 or 1.55 per 1,000	1/604 or 1.65 per 1,000	1/833 or 1.20 per 1,000

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A

. One of the terms of reference for the survey was to determine the impact that parolees, temporary absences and escapees, from the five Federal Penal Institutions had on the City of Kingston with special attention paid to the increase in crime and the effect on the workload of the Police Force. This involved not only persons on temporary absence or on parole who listed Kingston as their destination but others.

The City of Kingston is unique in Canada since it has located within the City proper, or in close proximity to the City, five Federal Penal Institutions:

<u>INSTITUTION</u>	<u>CLASSIFICATION</u>	<u>INMATES AS OF MARCH 28, 1973</u>	<u>LOCATION</u>
1. Kingston Penitentiary for Women	Maximum Security	137	Kingston
2. Kingston Penitentiary (and Reception & Medical Centre)	Maximum Security	260	Kingston
3. Millhaven Penal Institution	Maximum & Minimum	333 52	Twp. of Ernestown 15 Miles KH #33
4. Joyceville Penal Institution Farm Annex	Medium Minimum	437 84	Twp. of Pittsburgh 10 Miles KH #15
5. Collins Bay Penal Institution Farm Annex Portsmouth Centre	Medium Minimum	424 83 14	Twp. of Kingston - just outside City limits KH #33
	Total Inmates	- 1,824	

No.'s 1 and 2 located within the City of Kingston



Mr. John Moloney is the Regional Director for Federal Penal Institutions.

Mr. C. A. M. Edwards is the District Representative of the National Parole Service.

Parole is defined as:

"Parole is a means by which an inmate, other than a juvenile, in any institution in Canada who gives definite indication of his intention to reform, can be released from prison so that he can serve the balance of his sentence at large in society. While on parole, he is under supervision and subject to certain restrictions and conditions designed for his welfare and the protection of society. He must abide by the terms of his Parole Certificate and carry out the instructions of his supervisor. The balance of his sentence is served outside the institution under supervision".

The authority is set out in the Parole Act proclaimed in force on February 15, 1959.

Temporary (leave of) Absence

Temporary leave of absence is termed from one day to 15 days. The Regional Director is authorized to permit up to 3 days, over 3 days the approval is required from the Commissioner of Penitentiaries (4 days to 15 days).

Back to Back - Definition

The Director may permit temporary leave of absence up to a three day period and the inmate after returning may be given another leave of up to three days - it is possible for this procedure to go on indefinitely. As a rule, supervision is not given.

Day Parole

Day Parole is granted by the National Parole Board; it is for a period of up to three months. All conditions of parole are required and are supervised by the Parole officers. There are three different types of day parole:

1. The inmate lives in and is permitted out each day and returns at night.
2. The inmate may be out for 5 days and returns for the weekend.
3. The inmate may be out for six days and returns for one day - perhaps Sunday.

Mandatory Supervision

An inmate serves 3/4 of his sentence, and providing he has adjusted to prison life and displayed acceptable behavioural patterns, he is entitled to the regular standard of remission (or the last 1/4 of the sentence). The balance of the sentence is served outside but he remains under the control and supervision of the Parole Officers and the responsibilities are the same as with a parolee.

Mandatory supervision came into effect on August 1, 1970.

* * *

Solicitor General Warren Allmand announced through the news media on June 2, 1973, that under new regulations prisoners no longer will be allowed consecutive three day leaves to work or attend school. They will be required to serve more of their sentence before parole is granted and won't be allowed out on passes without guards. More guards and parole officers will be hired. Ten new members will be added to the eight member National Parole Board and two will be stationed permanently in each of the country's five regions.

The number of inmates under the supervision of the Kingston District Office of the National Parole Service, either on parole, day parole, or mandatory supervision from January 1, 1968 to March 31, 1973, is shown on the following chart:

	Parole	Day Parole	Mandatory Supervision	Total
To 31 March, 1973	95	29	24	148
" " March, 1972	156	84	21	261
March, 1971	131	51	2	184
March, 1970	128	39	0	167
March, 1969	86	0	0	86
March, 1968	58	0	0	58

The investigation was prompted by a marked increase in the Kingston crime rate from 1967 to 1972, inclusive, and by the publicity which was given to complaints by citizens' groups and others and the allegations that there was a considerable increase in the crime rate by reason of the number of Federal Penal Institutions located in the City and adjacent area and the present system of parole, temporary parole and other temporary leaves of absence from these institutions.

The problem, real or otherwise, was brought to the attention of the Solicitor General of Canada, who received a group of citizens and was presented with a petition containing a large number of signatures.

Our endeavour to investigate and analyze the problem was hampered by the lack of definitive information available from the Regional Director for Federal Penal Institutions. The information requested was:

- (a) The number of Parolees with destination Kingston.
- (b) The number of Day Parolees with destination Kingston.
- (c) The number of Temporary leaves of absence with destination Kingston.
- (d) The number of persons unlawfully at large, failing to return after Temporary Absence.
- (e) The number of escapees.
- (f) A list of persons having committed offences while absent from the institutions, the category of offence and location.

The Ontario Provincial Police records at Kingston

reveal the following received from prisons within their area of responsibility:

1972

Unlawfully at large - 37

Offences committed outside Kingston and the area-

- 1 Deceased before charge laid
- 1 Robbery
- 2 Armed Robbery
- 2 Theft Auto

Offences committed in Kingston and the area-

- 1 Theft Auto

Escape Lawful Custody - 45

Offences committed outside Kingston and the area-

- 1 Robbery
- 2 Armed Robbery
- 3 Theft Auto
- 1 B & E and Possession stolen goods
- 1 Theft
- 1 Fraud & False Pretenses
- 2 3 charges each, Robbery, B.& E. Theft

Offences committed in Kingston and the area-

- 1 Having rifle
- 1 5 charges - Abduction, B.& E. Dwelling, Point
firearm, B.& E. with intent, B.& E. Theft.
- 1 Theft, fraud
- 2 Theft Auto
- 1 Indecent Exposure

Two persons were also charged with attempt to break
out of prison by force.

1973

(to March 22)

Escape Lawful Custody - 7

Offences committed outside Kingston and the area-

- 2 Charges Robbery

Offences in Kingston and the area-

- 1 Kidnapping
- 1 Armed Robbery
- 2 B.& E. & Theft

Two attempts to escape lawful custody.

One day parolee charged with Shoplifting in the area.

In addition to those reported by the Ontario Provincial
Police, the following were taken from the Kingston Police records by the
Inspector of Detectives:

FROM THE KINGSTON POLICE FORCE RECORDS

NAME & INSTITUTION	DATE ARRESTED	OCC. NO.	CRIME
Female Prison for Women - ESCAPED - Ontario Hospital	December 28, 1972	7792/72	Robbery - Thrifty Drugs
Male On Parole	December 27, 1972	7792/72 A-431/72	Robbery Thrifty Drugs and Public Mischief Attempt Fraud
Male Temporary leave of absence Joyceville Penitentiary	December 6, 1972		Drunk Driving
Male Temporary leave of absence Joyceville Penitentiary	August 25, 1972	4770/72	Armed Robbery C.C.C. 303 Possession Stolen Auto.
Male Day Parole Joyceville Penitentiary	December 10, 1972	7553/72 7560/72	Theft and Possession Rideaucrest Home for the Aged and Reid's Funeral Parlour
Male Day Parole Collins Bay Penitentiary	December 10, 1972	7553/72	Possession stolen goods re Rideaucrest Home for the Aged.

NAME & INSTITUTION	DATE ARRESTED	OCC. NO.	CRIME
Male	January 4, 1973	7837/72	Possession stolen goods (auto parts) C.C.C. 306-1-a
Parole Collins Bay Penitentiary			
Male	December 21, 1972	7627/72	Break, Enter & Theft St. Mary's School
Parole Millhaven Penitentiary			
Male		3425/72	Fraud - obtain auto
Parole Joyceville Penitentiary			
Male	November 7, 1972	5067/72	Break, Enter & Theft Stereo Centre, 799 Princess St.
Parole Collins Bay Penitentiary			
Male	December 22, 1972		Fraud S. & R. Store Craig Construction - Jack Hammer Fergus Alaire, 77 Ordance
Day Parole Collins Bay Penitentiary	NOTE: No charges but returned		
Male	January 9, 1973	137/73	Break, Enter with intent at Patent Medicines Variety Store Prior to this Fraud & Escape
Parole Joyceville Penitentiary Parole has since expired			

NAME & INSTITUTION	DATE ARRESTED	OCC. NO.	CRIME
Female	January 9, 1973	148/73	Break & Enter a dwelling House
Prison for Women			
Female	January 16, 1973	260/73 281/73 237/73 282/73	Possession of stolen goods (Occ. 260) 2 charges theft
Escaped - Prison for Women			
Male	Warrant Held		Utter forged American \$50. bills (Counterfeit money) Belleville area
Parole Collins Bay Penitentiary			
Male	December 21, 1972	6985/72 6483/72 6511/72 6721/72 6722/72	5 counts false pretences C.C.C. 320-1-a
Escaped Landry Crossing			
Male	February 20, 1973	Auto 49/ Occ. 712/73	Possession of stolen auto Indecent Assault to 11 yr. old girl
Mandatory Supervision			
Male	February 25, 1973		As per 24 hour report of February 25, 1973 - walked into house at Elm St.
Temporary Absence Went back to Prison			
Male	March 6, 1973		Suspect in Apt. Break & Enter. Observed in Apt. Bldg. on March 5, 1973, 9:00 p.m.
Parolee Millhaven Annex	at Leeman's 40 Concession St.		39 Johnson St. On drugs - in Apt. Bldg. with iron bar. When questioned - admitted

The fact must be accepted that not all persons who commit crimes are apprehended. It has been established through the survey that inmates absent from the prisons have committed crimes and it is therefore logical to assume that inmates have committed crimes and have not been apprehended. The impact on the community can only be determined in a general way.

Criminal Investigations Inside the Penitentiaries

It is the responsibility of the local police force to investigate and prefer charges against inmates when criminal acts occur within the confines of the penitentiaries. The request for assistance is made through the Regional Director. If the matter is on a large scale, considerable time of police officers is involved not only during the investigation but the processing and security measures required for the courts. This often involves a number of officers in court for remands and until the cases are concluded. Witnesses are often from the prisons. During the riots in 1971, the Kingston Police were deeply involved and the following report submitted by the Chief of Police to the Board of Commissioners of Police is self explanatory:

"On April 14, 1971, there were riots in the Kingston Penitentiary, King Street West, that lasted for four days. During this period the Kingston Police Department was put on a standby basis. The rioters were brought under control on Saturday, April 17, 1971, by troops from Barriefield.

At the conclusion of the riot, Kingston Police were admitted to the penitentiary and gave assistance to army personnel and prison authorities in removing the prisoners from the cell blocks from where they were transferred to the new prison at Millhaven. Then Kingston City Detectives, under the command of Inspector Kealey, began their investigation into the death of one convict and about three weeks later, into the subsequent death of a second convict. This investigation was conducted by six Detectives and two members of the Ontario Provincial Police Special Services Branch from Toronto. After an investigation of six weeks, two charges of Murder were laid against thirteen inmates. These charges were laid only after some 500 prison inmates had been interviewed. The total cost of overtime involved in these investigations was \$5,644.19

Commencing June 4, 1971, these inmates appeared in Provincial City Court for remands which extended over a period

of six weeks. During this time extra police personnel were required at each remand hearing for security purposes at a cost of \$1,429.44 for overtime.

During the preliminary hearings from July 13 to 16, which were presided over by Chief Judge Klein, thirteen prisoners were committed to stand trial on a charge of murder. The cost of the security for these preliminary hearings was \$3,156.10.

The trial opened on October 25, 1971, before Mr. Justice Henderson of the Supreme Court of Ontario sitting at the County of Frontenac Court House in Kingston. Although the Solicitor General's Department supplied one officer for each prisoner and provided transportation for them, it was the responsibility of the Kingston City Police to provide security within and outside the Court Room. In consultation with Mr. Justice Henderson, it was established that he was greatly concerned that law and order be preserved during the trial and that a minimum number of fifteen City of Kingston Police Officers should be on duty each day during the trial. In order to provide this personnel it was necessary to call in off-duty officers who would be working beyond their normal forty hour work week by approximately thirty hours per man per week on a weekly rotating basis. For this they were paid at the rate of time and a half. From the commencement of the trial to its conclusion on November 23, 1971, the cost of this police work amounted to \$11,867.05. Over and above this drain on manpower has been the loss from normal police service of five Detectives who were present as witnesses and who assisted the two Crown Attorneys in the prosecution.

During the past two months there has been a noticeable increase in crime in Kingston which may be attributable in part to operating with an over-worked police force.

We summarize herewith the cost of Overtime involved in the penitentiary riot to the City of Kingston:

Total Cost of Investigation	\$5,644.19
Cost of Court Remands	1,429.44
Cost of Preliminary	3,156.10
Cost of Trial	11,867.05
	<hr/>
Total Cost to Date	\$22,096.78

The police service to the community was curtailed under these circumstances. Subsequently the Mayor sought monetary relief to reduce the actual cost to the City but the results were negative.

It would appear that riots, murders and other offences, within the Federal Penitentiaries should not cause a heavy burden on the local police force nor be the cause of the reduction of police service normally expected by the citizenry.

It is therefore suggested that all criminal investigations within Federal Penitentiaries be carried out by, and the responsibility of, the Royal Canadian Mounted Police. The support of the Kingston force should be available when unusual and emergent situations arise but only on a temporary or short term basis. The Royal Canadian Mounted Police should also provide security arrangements for the courts when major hearings require supervision of inmates who may be persons charged or appearing as witnesses.

Drug Use Activity and the Impact on the Increase of Crime.

On December 6, 1972, Drug Raids were conducted in Kingston by the R.C.M.P. assisted by the Kingston Force and the Ontario Provincial Police. Lengthy investigations had been carried out prior to the raids. Twenty-four persons were arrested and a total of 58 charges were laid under the Food and Drug Act and the Narcotic Control Act. Many of the charges are still before the courts.

On June 6, 1973, following continued investigations, Drug raids were again conducted by the R.C.M.P. supported by the Kingston Force and the Ontario Provincial Police. Ten persons were arrested and 32 drug trafficking offences were laid. Approximately \$30,000. worth of Methamphetamine (Speed) was seized as well as small quantities of Marihuana and Hashish.

It is interesting to note that during the June 6 raids a considerable amount of stolen goods and suspected stolen property was seized by the police. These goods consisted of:

shotguns, rifles, shells, television sets, tape recorders and players, transistor radios, adding machine, cameras, etc.

For some time during 1972, two members of the Kingston Force were assigned to work full time with the R.C.M.P. on the drug

investigations, but they were recalled due to pressure of other work required. The R.C.M.P. stated that the co-operation and support received from the members of the Kingston Police Force has been good. The drug problem is slightly abnormal in Kingston concerning the traffic in Methamphetamine and the R.C.M.P. also support the deduction that when this drug is used a chronic user would have to acquire \$30.00 per day to support the habit. .

It was established from information received that the use of drugs in Kingston, both soft and hard drugs, is prevalent. This situation would have an adverse affect on the crime picture. Persons addicted to drugs must raise the cash to service the habit and this is generally accomplished by means of robbery, shoplifting, break, enter and theft from homes and businesses, and theft of other valuable items. The authenticity of this statement is verified by the amount of stolen property recovered in the June 6, 1972 searches.

The implication of inmates of Penal Institutions, when outside the institution, in the use of or transportation of drugs is difficult to assess but since many confined were involved with drugs prior to incarceration, it would be logical to assume and conclude that if given the opportunity, would do so again.

An energetic programme against drug traffickers in Kingston is required and will help to reduce the crime rate. This programme must be instituted and followed on a continuing basis. The joint forces are to be commended for their successful efforts to date.

Crime Statistics

Generalization of crime statistics and percentage comparisons on increases and decreases cannot be fairly made, unless all salient factors are known and considered. The form issued by Statistics Canada includes various categories of criminal offences, some of which are cleared by the immediate arrest and others frequently require considerable investigation in order to resolve. Categories such as Impaired driving,

Driving while disqualified, Dangerous driving, Have stolen goods, are as a rule cleared by the arrest of persons found committing the offence. A force having an unusually high number of this type will show a higher percentage of clearances, on the total, over a force that had fewer of this category. Crimes not immediately resolved require considerable investigation, thus comparisons should be made on the basis of this type.

There are other variables, for example:

A murder committed by a husband cannot be compared to a murder where a body is found in a field and extensive investigation is necessitated. "Other sexual offences" cover a wide range and to compare the statistics of one force to another in this category would require a complete breakdown and comparison in the type of cases. In other words, six could be serious ones in a force's report and six could be minor ones in another. It is therefore misleading to generalize in comparisons and one must know the full and equal basis of comparison.

In some cases, such as Break & Enter or Theft over \$50.00 (now \$200.00), a sharp increase may be noted and must be examined by the Administrators. The offence of Breaking and Entering is a serious one, but if all resulted in the clearing out of most stock in a store, the picture is different if only two packages of cigarettes are stolen. If all were the first example, the police would have great cause for concern.

In light of the foregoing the following charts are presented. Cities of comparable population to Kingston have been chosen but geographic location, surrounding area population, accessibility by major highways, proximity to Metropolitan areas, industry, proximity to border crossings, Universities, etc., create different problems in different Cities.

STATISTICS CANADA
CRIMINAL STATISTICS

	MURDER			ATTEMPTED MURDER			MANSLAUGHTER			RAPE			OTHER SEXUAL OFFENCES			WOUNDING			ASSAULTS (NOT INDECENT)			ROBBERY			BREAKING AND ENTERING			THEFT - MOTOR VEHICLE			THEFT OVER \$50			THEFT \$50 AND UNDER			HAVE STOLEN GOODS		
	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise			
KINGSTON																																							
1967				71	8		6	1		76	49	7	10	2		408	50		222	42	1	356	24	3	1071	87	17	4	17	1									
1968				101	9	5	3	3	1	385	35	290	17	9		565	165	11	310	44	4	444	31	11	1449	82	98	4	4										
1969				76	2	4	3	1	2	339	37	246	22	8	1	522	85	11	312	77	3	630	59	29	1372	109	113	8	8										
1970	2			71	15	4	2	1	1	325	36	234	15	12	1	606	82	9	310	46	7	828	52	19	1673	111	97	10	9										
1971	2	2		34	7	3	2			329	73	179	41	16	1	869	88	10	289	35	3	1579	77	20	2197	157	73	3	3										
1972				66	5	1	4			192	62	60	36	18	2	1324	157	12	353	59	7	929	81	17	2483	173	60	10	28										

	FRAUDS			PROSTITUTION			GAMING AND BETTING			OFFENSIVE WEAPONS			OTHER CRIMINAL CODE (EXCEPT TRAFFIC)			TRAFFIC VIOLATIONS			CRIMINAL NEGLIGENCE - CAUSING DEATH			CRIMINAL NEGLIGENCE - CAUSING BODILY HARM			CRIMINAL NEGLIGENCE - OPERATING MOTOR VEHICLE			FAIL TO STOP AT SCENE OF ACCIDENT			DANGEROUS DRIVING			FAIL OR REFUSE TO PROVIDE SAMPLE OF BREATH			DRIVING WHILE IMPAIRED			DRIVING WHILE DISQUALIFIED			TOTALS		
	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise						
1967	141	84	4	6	6		11	7		359	99	19							1	1		5	5		13	13		21	21		111	111		26	26		248	652	53						
1968	212	105	20				28	25	3	951	79	215							1	1					16	16		28	28		118	118		23	23		465	777	658						
1969	200	82	47				119	16	3	1242	99	181							1	1		15	11		12	12		7	7		171	171		43	42		509	828	640						
1970	275	123	39				18	12	4	1168	104	237							1	1		6	6		5	5		12	12		210	210		25	25		556	864	652						
1971	221	116	21				34	27	4	1407	126	130												7	7					227	210		24	23		748	968	444							
1972	293	187	12				23	21	1	1156	111	31							5	5		3	3		13	13		4	4		214	214		22	22		713	1171	203						

KINGSTON

CRIMINAL STATISTICS

MUNICIPALITY	MURDER			ATTEMPTED MURDER			MANSLAUGHTER			RAPE			OTHER SEXUAL OFFENCES			WOUNDING			ASSAULTS (NOT INDECENT)			ROBBERY			BREAKING AND ENTERING			THEFT - MOTOR VEHICLE			THEFT OVER \$50			THEFT \$50 AND UNDER			HAVE STOLEN GOODS		
	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise			
CITY "A"																																							
1967	1	1	1	2	22	6	2	1					111	16	17	12	3		336	32	6	99	28	1	178	10	4	522	81	151	13	13							
1968	2	2			20	6	5						201	20	104	14	4	1	496	94	22	163	42	2	104	18	14	477	85	178	11	10	1						
1969	1	1		6	25	6	5						213	50	88	4	1		571	52	18	241	17	3	226	16	8	475	123	2	10	10							
1970	2	1	1	4	10	1	3						377	52	133	14	8		603	58	42	833	43	10	316	15	20	806	120	132	15	11	1						
1971				3	20	4	9	7		1			566	74	251	15	2	1	617	64	71	817	27	24	66	17	33	1501	148	174	19	16	2						
1972				6	25	6	11	6	1	2			457	46	290	17	5	2	560	49	26	273	27	12	379	29	24	1626	167	180	25	18	3						

CRIMINAL STATISTICS

MURDER	ATTEMPTED MURDER			MANSLAUGHTER			RAPE			OTHER SEXUAL OFFENCES			WOUNDING			ASSAULTS (NOT INDECENT)			ROBBERY			BREAKING AND ENTERING			THEFT - MOTOR VEHICLE			THEFT OVER \$50			THEFT \$50 AND UNDER			HAVE STOLEN GOODS		
	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise
CITY "B" 1967	2	2					1	1		25	21	1	3	3		41	26	9	1	1		170	27	5	69	28	1	86	18		778	56	78	10	10	
1968										39	13	3	1			57	41	13	5	4		164	40	9	59	20	3	109	15	6	749	40	77	16	14	2
1969								1		51	21	6	1	1		43	31	3	4	2		187	48	2	81	30	8	151	18	7	872	74	110	18	17	1
1970										87	14	7	2	2		78	21	21	6	8		247	72	18	59	16	4	103	41	13	670	45	47	4	8	
1971										67	13	5	4	3		112	25	56	3	3		262	59	9	61	18	3	288	33	12	937	135	100	51	43	11
1972							3			60	29	4		1		133	32	62	9	5		330	58	7	86	39	1	269	32	2	1011	181	134	62	45	17

MUNICIPALITY

MUNICIPALITY	FRAUDS			PROSTITUTION			GAMING AND BETTING			OFFENSIVE WEAPONS			OTHER CRIMINAL CODE (EXCEPT TRAFFIC)			TRAFFIC VIOLATIONS			CRIMINAL NEGLIGENCE CAUSING DEATH			CRIMINAL NEGLIGENCE CAUSING BODILY HARM			CRIMINAL NEGLIGENCE OPERATING MOTOR VEHICLE			FAIL TO STOP AT SCENE OF ACCIDENT			DANGEROUS DRIVING			FAIL OR REFUSE TO PROVIDE SAMPLE OF BREATH			DRIVING WHILE IMPAIRED			DRIVING WHILE DISQUALIFIED			TOTALS																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																			
	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
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1967	61	40	3				1	1		174	129	6																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
1968	111	55	3				3	3		143	112	3																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
1969	81	63	4				5	3	2	161	112	12			2	2																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
1970	92	37	5				5	5		94	70	8																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
1971	147	33	20				5	5		204	175	25																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
1972	182	92	10				7	7		173	160	13																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		

CRIMINAL STATISTICS

MUNICIPALITY	MURDER			ATTEMPTED MURDER			MANSLAUGHTER			RAPE			OTHER SEXUAL OFFENCES			WOUNDING			ASSAULTS (NOT INDECENT)			ROBBERY			BREAKING AND ENTERING			THEFT - MOTOR VEHICLE			THEFT OVER \$50			THEFT \$50 AND UNDER			HAVE STOLEN GOODS		
	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise
CITY "ON" 1967													9	5					298	130	79	1	1		371	73		340	14		203	31		1107	62		15	15	
1968													109	35	6	3	2		392	137	18	17	3		573	75	6	265	30	2	266	20	1	1076	151	31	13	12	
1969													77	28	2				435	192	4	25	3		669	159	2	335	92	1	341	90		128	363	31	10	12	
1970													51	15	2	2			424	88	210	32	6	1	748	108	14	314	28	1	492	43	11	1232	151	23	32	38	
1971													38	10	1	3	2		428	75	229	37	9	2	802	90	23	280	41	3	423	15	5	1335	140	37	36	35	
1972													36	13	2	6	4	1	409	53	272	28	11		719	156		462	19	5	462	19	5	1151	134	30	38	35	

CRIMINAL STATISTICS

MURDER	ATTEMPTED MURDER			MANSLAUGHTER			RAPE			OTHER SEXUAL OFFENCES			WOUNDING			ASSAULTS (NOT INDECENT)			ROBBERY			BREAKING AND ENTERING			THEFT - MOTOR VEHICLE			THEFT OVER \$50			THEFT \$50 AND UNDER			HAVE STOLEN GOODS		
	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise
CITY "D" 1967										23	6	6				267	89	170	9	4	1	367	106	7	138	44	2	219	19	4	928	206	57	16	16	1
1968										14	4	2		1	1	266	105	127	7	1		352	130	8	161	61	3	224	27	10	1032	221	38	32	32	
1969	1	1					2	2		17	6	3				287	95	176	7	2		475	91	7	277	42	8	339	35	6	986	178	38	24	23	1
1970							1			22	9	2		1	1	274	44	179	8	3		373	72	4	235	63	10	421	34	2	1064	262	46	41	42	
1971	1	1					2	1		9	3	5		10	3	310	53	273	14	3	1	727	119	3	212	30	6	597	19	4	179	262	56	65	62	1
1972	1						4	2		15	8	1		3	2	325	45	205	18	6		609	168	33	292	37	4	397	18	9	1400	245	67	65	64	1

MUNICIPALITY

MUNICIPALITY	FRAUDS			PROSTITUTION			GAMING AND BETTING			OFFENSIVE WEAPONS			OTHER CRIMINAL CODE (EXCEPT TRAFFIC)			TRAFFIC VIOLATIONS			CRIMINAL NEGLIGENCE - CAUSING DEATH			CRIMINAL NEGLIGENCE - CAUSING BODILY HARM			CRIMINAL NEGLIGENCE - OPERATING MOTOR VEHICLE			FAIL TO STOP AT SCENE OF ACCIDENT			DANGEROUS DRIVING			FAIL OR REFUSE TO PROVIDE SAMPLE OF BREATH			DRIVING WHILE IMPAIRED			DRIVING WHILE DISQUALIFIED			TOTALS		
	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise	Actual	Cleared by Charge	Cleared Otherwise						
CITY "D"																																													
1960	166	108	9	2	1	13	7	4	967	248	163																																		
1960	156	101	20	7		20	13	5	1180	225	168																																		
1960	146	92	18	3	1	23	18	5	1228	226	136																																		
1970	189	98	7	3	1	27	22	4	998	174	114																																		
1971	240	93	5	1	4	20	19	1	1048	159	143																																		
1972	274	97	24	3	2	26	24	1	1128	173	105																																		

STATISTICS CANADA COMPARISONS

WITH OTHER ONTARIO CITIES OF SIMILAR POPULATION

Figures - Actual
Bracket - Cleared by
Arrest or
Otherwise

RAPE

	<u>1970</u>		<u>1971</u>		<u>1972</u>		<u>Total</u>
Kingston	1		4	(1)	5	(2)	10
City "A"	4	(3)	3	(3)	6	(3)	13
City "B"	0		0		3		3
City "C"	0		1	(1)	3	(3)	4
City "D"	1		2	(1)	4	(2)	7

OTHER SEXUAL OFFENCES

Kingston	71	(19)	34	(10)	66	(6)	171
City "A"	10	(4)	20	(13)	25	(17)	55
City "B"	87	(21)	67	(18)	60	(33)	214
City "C"	51	(17)	38	(11)	36	(15)	125
City "D"	22	(11)	9	(8)	15	(9)	46

WOUNDING

Kingston	2	(2)	2		4		8
City "A"	0		7	(1)	6	(3)	13
City "B"	2	(2)	4	(3)	0	(1)	6
City "C"	2		3	(2)	6	(5)	11
City "D"	1	(1)	10	(3)	3	(2)	14

ROBBERY

Kingston	15	(13)	41	(17)	36	(20)	92
City "A"	14	(8)	15	(3)	17	(7)	46
City "B"	6	(8)	3	(3)	6	(5)	15
City "C"	32	(7)	37	(11)	28	(11)	108
City "D"	8	(3)	14	(4)	18	(6)	40

BREAK & ENTER

	<u>1970</u>		<u>1971</u>		<u>1972</u>		<u>Total</u>
Kingston	606	(91)	869	(98)	1324	(169)	2799
City "A"	603	(102)	617	(135)	560	(75)	1780
City "B"	247	(100)	262	(68)	330	(65)	839
City "C"	748	(122)	802	(113)	719	(156)	2269
City "D"	373	(76)	727	(122)	609	(201)	1709

THEFT MOTOR VEHICLE

Kingston	310	(53)	289	(38)	353	(66)	952
City "A"	333	(53)	357	(51)	273	(39)	963
City "B"	59	(20)	61	(21)	86	(40)	206
City "C"	314	(29)	280	(44)	462	(24)	1056
City "D"	235	(73)	212	(36)	292	(41)	739

THEFT OVER \$50.00

Kingston	828	(71)	1579	(97)	929	(98)	3237
City "A"	316	(35)	66	(50)	379	(53)	1361
City "B"	193	(54)	288	(45)	269	(34)	750
City "C"	492	(54)	423	(20)	462	(24)	1377
City "D"	421	(36)	597	(23)	397	(27)	1415

OTHER CRIMINAL CODE

Kingston	1168	(341)	1407	(256)	1156	(142)	3731
City "A"	1210	(417)	1817	(409)	2158	(837)	5185
City "B"	94	(78)	204	(200)	173	(173)	471
City "C"	1631	(221)	2317	(291)	1925	(254)	5873
City "D"	998	(289)	1048	(302)	1128	(278)	3274

Analysis

Totals for 3 year period
1970-71-72

RAPE

		<u>Actual</u>	<u>Cleared</u>	<u>%</u>
1. City "A"	-	13	9	69%
2. * Kingston	-	10	3	30%
3. City "D"	-	7	3	42%
4. City "C"	-	4	4	100%
5. City "B"	-	3	0	0%

OTHER SEXUAL OFFENCES

1. City "B"	-	214	72	33%
2. * Kingston	-	171	35	20%
3. City "C"	-	125	43	34%
4. City "A"	-	55	34	61%
5. City "D"	-	46	28	60%

WOUNDING

1. City "D"	-	14	6	42%
2. City "A"	-	13	4	30%
3. City "C"	-	11	7	63%
4. * Kingston	-	8	2	25%
5. City "B"	-	6	6	100%

ROBBERY

1. City "C"	-	108	29	26%
2. * Kingston	-	92	50	54%
3. City "A"	-	46	18	39%
4. City "D"	-	40	13	32%
5. City "B"	-	15	16	106%

BREAK & ENTER

1. * Kingston	-	2799	358	12%
2. City "C"	-	2269	391	12%
3. City "A"	-	1780	312	17%
4. City "D"	-	1709	399	23%
5. City "B"	-	839	233	27%

Totals for 3 year period
1970-71-72

THEFT MOTOR VEHICLE

		<u>Actual</u>	<u>Cleared</u>	<u>%</u>
1.	City "C"	- 1056	97	8%
2.	City "A"	- 963	143	14%
3.	* Kingston	- 952	157	16%
4.	City "D"	- 739	150	20%
5.	City "B"	- 206	81	39%

THEFT OVER \$50.00 (now \$200.00)

1.	* Kingston	- 3237	266	8%
2.	City "D"	- 1415	86	6%
3.	City "C"	- 1377	98	7%
4.	City "A"	- 1361	138	10%
5.	City "B"	- 750	133	17%

OTHER CRIMINAL CODE

1.	City "C"	- 5873	706	12%
2.	City "A"	- 5185	1663	32%
3.	* Kingston	- 3731	738	19%
4.	City "D"	- 3274	869	26%
5.	City "B"	- 471	451	95%

In the categories compared, in five Cities of comparable population, Kingston rated as follows:

Number of Actual Offences

2, 2, 4, 2, 1, 3, 1, 3

In Percentage of Clearances (1 High to 5 Low)

4, 5, 5, 2, 5, 3, 3, 4

The conclusions that may be arrived at from the figures are that Kingston is in the top half of the number of Actual Offences and at the top for Break & Enter and Theft Over \$50.00, and in the bottom half for Clearances Recorded. These figures are a guide to a force and indicates where emphasis must be placed and priorities listed.

The method for statistical compilation is laid down in a manual published by Statistics Canada.

During the survey, some 1500 reports were checked and the conclusion reached was that the Kingston Force reported all offences that came to their attention and frequently erred in registering an offence in a more serious category. Changes suggested in Central Records will, in future, show a more accurate picture on behalf of the force.

Kingston Statistics

Comparisons - All Criminal Offences reported to Statistics Canada

<u>Year</u>	<u>Actual</u>	<u>Cleared</u>	<u>% Cleared</u>
1967	2918	705	24.16%
1968	4655	1435	30.83%
1969	5099	1468	28.79%
1970	5565	1516	27.24%
1971	7480	1412	18.88%
1972	7139	1374	19.25%

Population Increase

1967	54,086	(
1968	58,000	(Does not include
1969	56,159	(Inmate Population
1970	55,495	(Student Population
1971	56,530	(
1972	57,689		
1973	59,711		

Increase 10.4%

Unless a breakdown of records is available, it is impossible to separate crimes perpetrated in Kingston and the immediate area. It may be assumed from the foregoing records that a problem does exist and that the work load of the police force and the Ontario Provincial Police at Kingston has been increased.

During interviews, many citizens did show concern and this is understandable. Prior to 1969, persons committed to a Federal Penitentiary were confined within the institution walls and persons granted parole were released under supervision. The temporary absence leaves during the past few years did cause concern and this concern was increased when the news media highlighted serious crime. The fact that the person was on parole, day parole, temporary leave of absence (or unlawfully at large when the inmate failed to return) or an inmate who escaped from the institution made no difference to the citizen. The fact that more crimes were committed were paramount.

It is not the intention of this report to comment on the pros and cons of the rehabilitation system but in the considered opinion of the Advisers, many extra problems are thrust on the police forces in which the institutions are located. Kingston is the hub of the area, for miles East and West, and it is natural for inmates to be drawn to the City when on temporary leave.

The advent of relaxed visiting privileges also brought families to the City and in turn, their friends. In the past, an inmate on release was generally returned to the location where the crime was committed but this is now not the case. As a result, many prisoners on release remain in familiar surroundings, with their families, having no roots elsewhere.

When persons are unlawfully at large or escape from an institution it is the duty of the police to make every effort to return them to custody. The police receive the report and then:

1. If the escape has been detected at once, roadblocks and search of vehicles is set-up.
2. Checks are made of known friends, residences, and places frequented.
3. If indicated, other police forces are contacted and alerted.
4. All officers on patrol are alerted and vehicles checked.
5. When the person is apprehended, returned and charges laid the police provide extra security for the courts (frequently on more than one appearance).

If escapes are frequent this extra burden placed on the police will result in a curtailed service to the City and often in overtime paid duty for several officers.

** * **

In order to alleviate the situation and to reduce the increase in the types of crimes previously mentioned, it will be necessary to place emphasis on:

1. More selective measures being instituted and assessment reports received on prisoners being considered for temporary absences and paroles from these institutions.
2. Increased involvement by the National Parole Services relating to #1.

3. Closer checks and controls while prisoners are outside the institutions.
4. Improved security within the prisons to prevent escapes.
5. A continuing and stepped up enforcement of the laws relating to drug trafficking, especially in regard to hard drugs.
6. Increased and more effective patrols by the uniform branch to deter and to reduce the opportunity of persons desirous of committing crimes.

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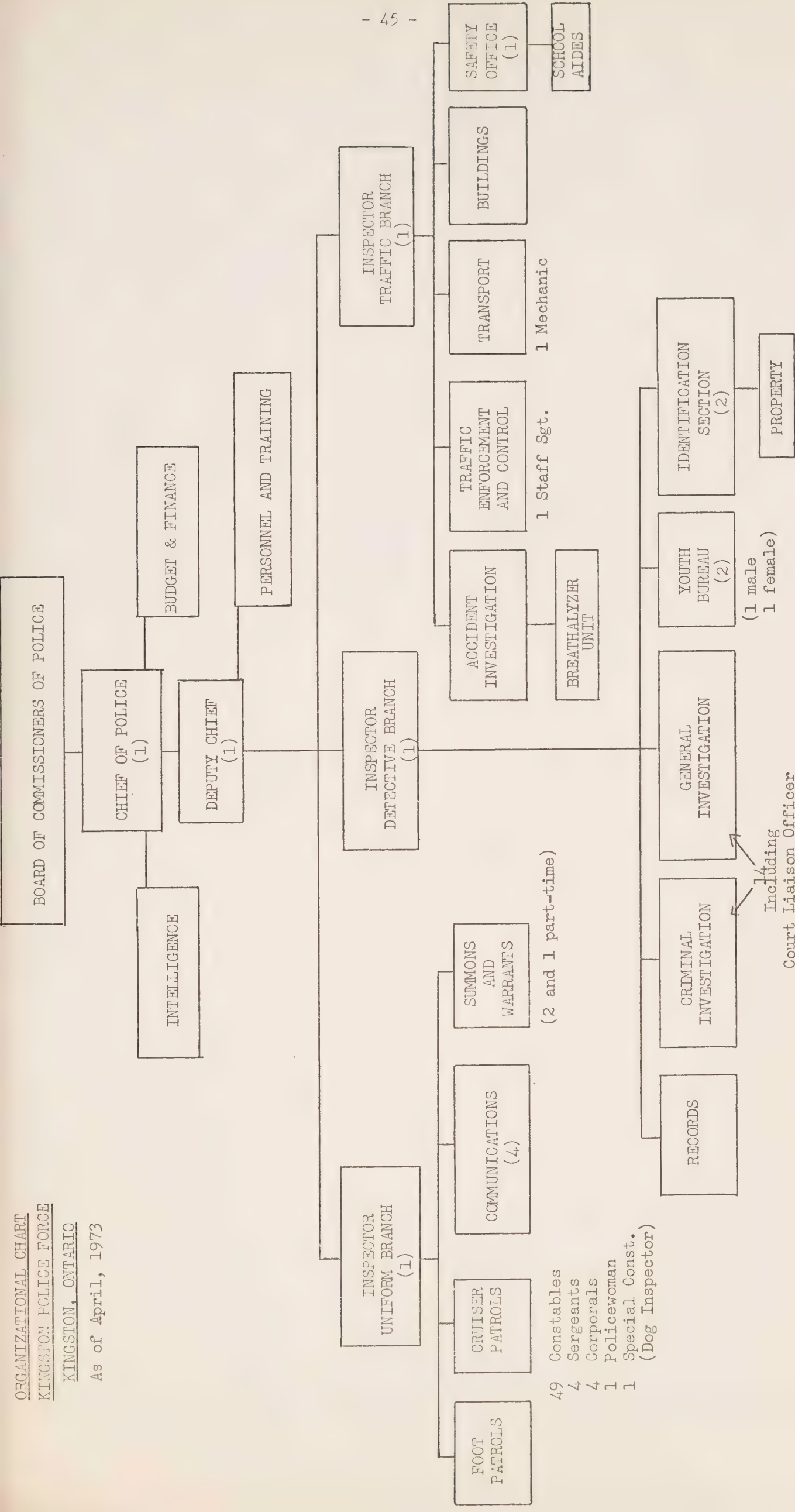
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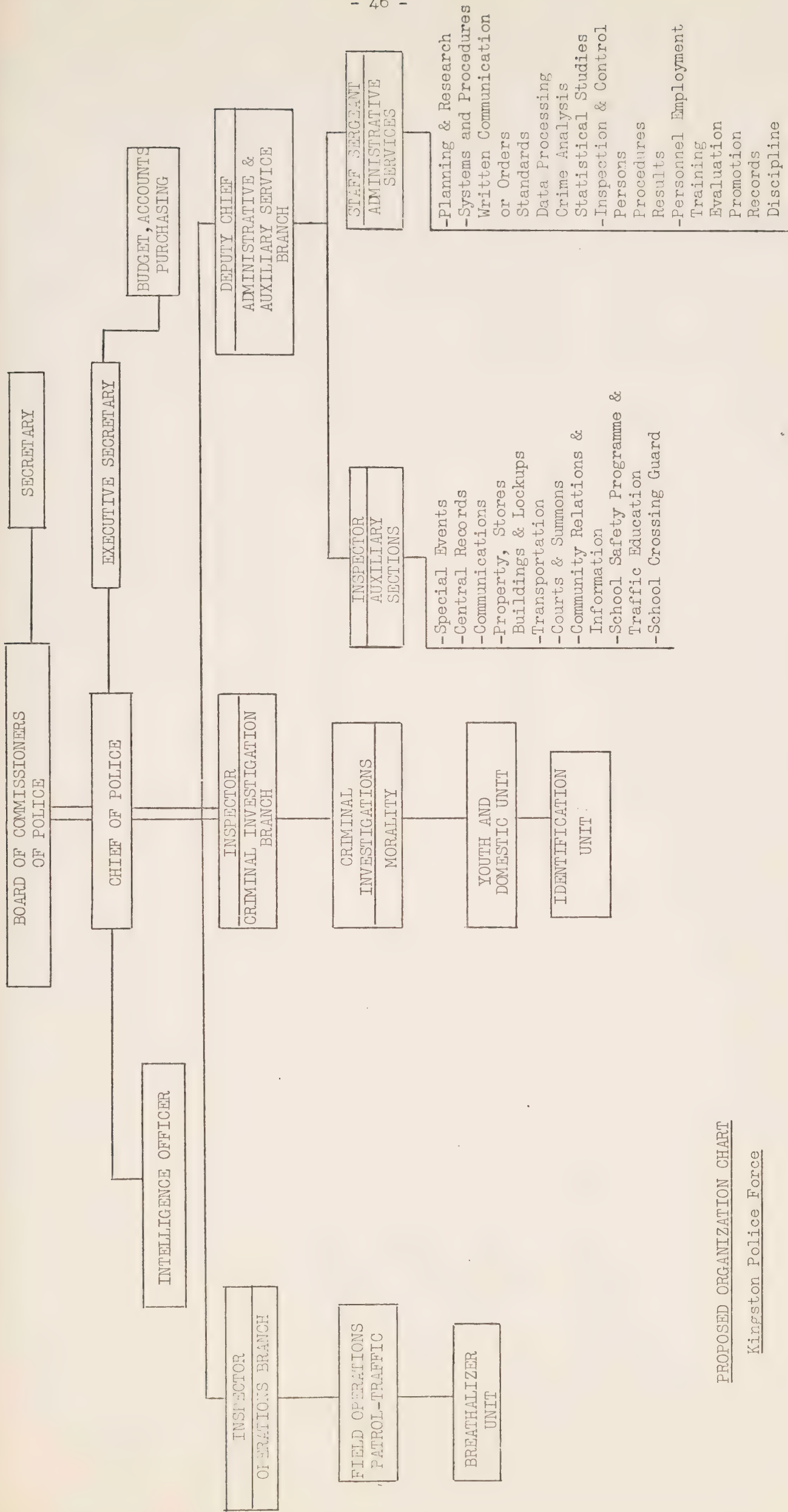
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ORGANIZATIONAL CHART
KINGSTON POLICE FORCE

KINGSTON, ONTARIO

As of April, 1973

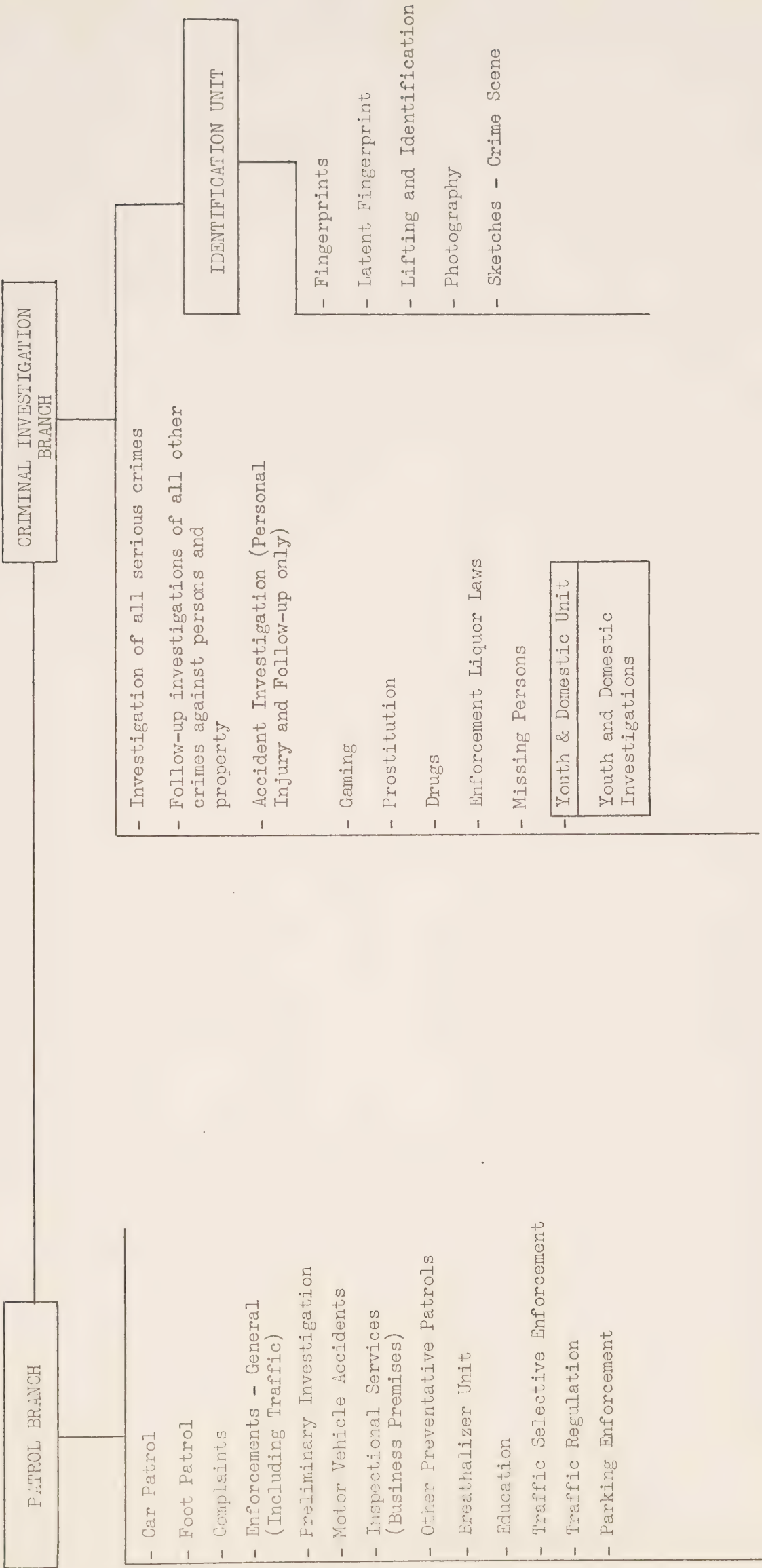




PROPOSED ORGANIZATION CHART

Kingston Police Force

BRANCH AND SECTION RESPONSIBILITIES



The Deputy Chief of Police in the proposed Organizational Chart has been placed in charge of the Administrative and Auxiliary Services Branch. This is a most important role and vital to the successful operation of the whole. Courses are available and it is suggested that the Deputy Chief enrol in the Canadian Police College, Executive Development Course, Ottawa, as soon as possible and as time permits, the Chief of Police and each of the Inspectors should be given the opportunity to attend.

Police Building

The City of Kingston and the Board of Commissioners of Police have provided the Police Force with a new building, which includes excellent modern facilities. The building is located at 11 Queen Street and was officially opened on January 14, 1972. Ample space has been provided for future expansion and includes equipped lunch rooms, modern revolver range, and other facilities required to support a modern police force.

Cell accommodation of the latest design, for the detention of prisoners, has been installed and supervision for the protection of prisoners has been provided through the use of closed circuit T.V., monitored at the communication centre.

The Administrative Function

With administrative function isolated as the fulcrum of an efficient police operation, the following is a summary of the activities that must be accomplished to fulfill the administrative obligation:

1. Planning and Research *

The Planning unit develops clearly defined statements of police force policy, outlines police procedures in precise and clear terms, and provides definitions of duty, responsibility, and authority at every level of the organizational structure. It provides the Chief with supervision of the planning process in every unit of the force. In rendering this service the performance of certain duties are required, which may be cited as follows:

1. To review periodically all police force plans to ensure they are suitably recorded and up to date;
2. To analyse the operation of plans in terms of their suitability, their weaknesses, and the need for their adjustment or improvement;
3. To propose improvement and modernization of operating methods;
4. To work with heads of operating units in the preparation and improvement of operating procedures;
5. To analyse all monthly summaries and reports from the operating units and call to the attention of the Chief any apparent weaknesses;
6. To analyse crime and accident data to enable a focus of effort at the locations, and during times, of greatest need;
7. To review communications procedures, both written and mechanical and plan for their modernization and increased efficiency;
8. To design, and control the requisition and use of, all police force forms and to establish records systems and procedures.

* Source - O. W. Wilson, Police Administration.

9. To analyse the suitability of manpower assignment and deployment.
10. To draft department orders and memoranda.

2. Inspection and Control

Inspection and Control is another administrative process vital to the accomplishment of the police purpose, for there is little use in planning objectives, organizing, assembling resources and directing the force, unless the established procedures for control, are supplemented by inspection.

The Chief of Police is ultimately responsible to his Police Governing Authority for the efficient direction and control of his force, and the compliance of all personnel with the established regulations, policies and procedures. Therefore he must assure himself through inspection that the force is progressing accordingly.

* One guide to inspection procedure poses the following questions:

- (1) Are established policies, procedures, and regulations being carried out to the letter and in the spirit for which they were designed?
- (2) Are these policies, procedures and regulations adequate to attain the desired results?
- (3) Are the resources at the department's disposal, both personnel and material, being utilized to the fullest extent?
- (4) Are the resources adequate to carry out the department's mission?
- (5) Does there, or could there exist, any deficiency in personnel integrity, training, morale, supervision or policy that should be corrected or removed?

* Source - George D. Eastman and Esther M. Eastman
Municipal Police Administration.

3. Personnel

In Administrative Services, the planning and inspection of programs and policies becomes little more than an exercise without purpose, unless qualified, competent personnel are available, to efficiently execute the plans through the utilization of the procedural guide lines established. The selection and management of personnel therefore, is a most important administrative function within the police force.

Available Field Patrol Force - 1972

Total number of Constables - 58

Less: 4 Constables, dispatchers

1 Constable, Communications records

4 Constables, Station duty

1 Constable, summonses and warrants
(plus one cadet

- 10

Total number of Constables available for
active field work - 48

Total number of man days available

$365 \times 48 = 17,520$ days

Less: Annual holidays:

6 @ 20 days = 120

24 @ 15 days = 360

16 @ 10 days = 160

2 @ 7 days = 14 = 654 days

Statutory holidays- 48 @ 11 = 528 days

Regular days off- 48 @ 104 days = 4992 days

Attendance at Police College and
other courses = 345 days

Sick leave taken (average) = 583 days

Court time granted (average) = 321 days

Less 7,423 days = 10,973 days

This is the field force available 7 days per week,
24 hours per day, 52 weeks per year.

365 days divided into 10,973 man days available =
daily available field force of 30 ÷ 3 eight-hour shifts

or

10 Constables per shift

This does not include Constables attending as court duty officers, transportation of prisoners, compassionate leave or relieving the communications and station duty Constables for holidays, sickness, etc.

The Patrol Force

The "patrol force" or "uniform division" of a police force is the backbone or principal ingredient which embraces not only the preventative aspect of policing, but also the enforcement portion.

Crime results from the co-existence of the desire to commit the act and the belief that the opportunity to do so exists, when either factor is absent, criminal acts will not be committed. The presence of one factor alone, regardless of how strong it may be, will not result in crime. The elimination or reduction of these two factors, therefore, is a basic police duty. The police will not be able to eliminate entirely the desire to misbehave but it is sufficient to eliminate the potential offender's belief that the opportunity for successful misconduct exists.

Patrol work, either by vehicle or on foot, involves extensive crime prevention contacts and duties, criminal investigation and traffic enforcement. Frequent and conspicuous patrols not only prevent the opportunity for misconduct but often result in the apprehension of offenders. This fact is known to offenders and influences their conduct. The patrol force also acts as the eyes and ears of the force gathering information useful to the administration and other branches and performs other services, searching for lost persons, lost property, assisting the ill or injured and directing persons in need of assistance.

Immediate and constant availability is important because time is of the essence in most police work. The patrol force is the largest police branch and is responsible for the performance of all primary police tasks, and policing should be considered a patrol service with specialized activities developed as aids; it should not be subordinated to any other functional unit, such as a detective or traffic branch. Since it is the basic and primary function within a police force, it should be largest in numbers and be given the benefit of the best staff and top grade supervisory talent. Specialization should only be permitted to assist the patrol force when there is a danger that the patrol force will not be able to accomplish successfully its function and requires aid in specialized form, for example, continuing investigation by Detectives on serious crime, major accident follow-up, etc., when the patrol will be taken out of service over long periods of time.

On the basis of measurable activity, a representative sample of incidents by shift reveals the manpower presently available to perform patrol services is not distributed in time according to need. There are various methods employed in the deployment of the patrol force and the Kingston Force work the Four Platoon System - the fourth platoon relieving the other three. The shifts or reliefs are:

8:00 a.m. to 4:00 p.m.

4:00 p.m. to 12 midnight

12 midnight to 8:00 a.m.

The platoons have been assigned equal numbers consisting of:

- 1 Sergeant
- 1 Corporal
- 13 Constables

When holidays and lieu days off are granted or sick leave taken from a shift the platoon operates short staffed.

Figures compiled reveal that the greatest demand work load is experienced from 4:00 p.m. to midnight with the 8:00 a.m. to 4:00 p.m. next and the midnight to 8:00 a.m. the least. Property protection during these hours is emphasized to reduce the incidents of break, enter, and theft and to apprehend offenders, whenever possible at the time of the commission of the offence. Other types of services provided and required necessitates a strong shift from 8:00 a.m. to 4:00 p.m. for example: Court officers, court attendants to supervise prisoners, police officers (on duty) as witnesses, and the transportation of prisoners to and from the Provincial Correctional Institution at Napanee.

It is imperative that the patrol force, the back bone of the police force, be left intact with other services quasi-police in nature being provided in other studied ways. The same applies to the four platoon system and the deployment of personnel must be done according to the need and prevalence of calls demanding immediate police action. It is impossible to anticipate every exigency of the police service but serious ones are dealt with by the judicious use of overtime or where necessary by call backs.

Deployment of Field Personnel

The city is divided into four patrol zones and the cruisers and foot beats are deployed to provide coverage. Each officer patrols the assigned zone and does not leave unless the demand call for service increases in another zone to the point where assistance is required and the dispatcher will deploy an adjacent cruiser.

In a large force, the demand work load experienced by an officer in the field must be tabulated by zone on an hourly basis, 24 hours, 7 days. This tabulation should show:

1. Occurrences requiring police action or demand work load.
2. Motor Vehicle Accidents.

The zone number is entered on the report submitted by the officer and a shift tabulation compiled by the dispatcher or station duty Sergeant. This will indicate the peak field demand work load by the day of the week, shift and hour and provides the means to intelligently deploy the personnel in order to provide maximum coverage at all times. The time element is also stamped by clock on the Occurrence or complaint card providing vital information on deployment in zones. Unfortunately this information was not available but samples were obtained from the daily log sheets and the demand service calculated for a winter and summer month (July, 1972 and February, 1973)

Demand Work Load

July, 1972

SHIFT	1	2	3	No. of times car taken from designated zone.		
DATES	12M-8A	8A-4P	4P-12M	1	2	3
1	19	20	38	5	10	16
2 - 8	105	133	164	32	45	77
9 - 15	100	127	235	50	68	67
16 - 22	201	136	220	92	47	95
23 - 29	139	152	252	49	60	90
30 - 31	23	32	45	10	9	22

February, 1973

SHIFT	1	2	3	No. of times car taken from designated zone.		
DATES	12M-8A	8A-4P	4P-12M	1	2	3
1 - 3	25	46	87	9	10	44
4 - 10	55	121	148	20	43	55
11 - 17	52	91	111	26	50	55
18 - 24	69	91	136	28	44	56
25 - 28	20	49	64	6	25	24

TOTALS

SHIFT	JULY, 1972	%	FEBRUARY, 1973	%
12M - 8A	587	27.4	221	18.9
8A - 4P	600	28	398	34.1
4P - 12M	954	44.5	546	46.8

NUMBER OF TIMES CAR TAKEN FROM DESIGNATED ZONE

SHIFT	JULY, 1972	FEBRUARY, 1973
12M - 8A	238	89
8A - 4P	239	172
4P - 12M	367	234

DEMAND WORK LOAD

MONTH OF FEBRUARY, 1973

By Day of the Week

SHIFT	SUN.	MON.	TUES.	WED.	THURS.	FRI.	SAT.	TOTALS	%
12M - 8A	20	33	37	31	14	54	32	221	18.9
8A - 4P	35	67	54	57	60	60	62	395	33.8
4P - 12M	58	53	77	86	87	97	89	547	47
Totals	113	153	168	174	161	211	183		

DEMAND WORK LOAD

MONTH OF JULY, 1972

By Day of the Week

SHIFT	SUN.	MON.	TUES.	WED.	THURS.	FRI.	SAT.	TOTALS	%
12M - 8A	66	71	54	61	87	120	92	551	27.4
8A - 4P	50	87	97	66	90	95	77	562	27.9
4P - 12M	89	129	113	132	128	168	136	895	44.5
Totals	205	287	264	259	305	383	305		

Note: Since there were five Saturdays, Sundays, and Mondays in the Month, the average was taken based on four.

It is clear from the foregoing that:

The 4P to 12M shift is the busiest for demand work load, 8A to 4P next, and 12M to 8A the least (except for property checks)

It naturally follows that the weight of deployment should be in that order and that more men should be assigned to Fridays and Saturdays, which are the two busiest days of the week with Sundays the least. The fallacy of four equal platoons is therefore evident in the Kingston situation. Although this type of platoon system may be advantageous to the members of the force and ease of assignment by the administration, it certainly does not provide an adequate police service to the citizens of Kingston.

It is recommended:

That the deployment of field personnel be in weight by need on a shift basis with emphasis placed on Fridays and Saturdays or as demand work load indicates in compilation of statistics by Zone. Lieu time was permitted on Friday and Saturday to compensate for accumulated court time but if this is paid the problem will be partially resolved.

It is possible to have print outs by computer on all statistical data assuming that this service is available in Kingston and and it is recommended that this approach be explored.

Periodic re-examination of any patrol manpower deployment pattern must be made to determine if the distribution is remaining proportional to the distribution of the work load. Changes in crime offence patterns make continuous re-evaluation mandatory. When more detailed information on the daily demand work load is available a more accurate deployment of patrol personnel will be possible.

DEMAND WORK LOAD

Patrol Branch

The demand work load experienced by an officer in the field must be tabulated by Zone number on an hourly basis, 24 hours, 7 days. Tabulation should show:

1. Occurrences requiring police action.
2. M.V.A.

The demand work load is occurrences requiring immediate police action and are received:

1. By telephone to communications.
2. Walk-in at the police office.
3. Observed by the officer on patrol.

The Zone or Area Number is noted on the original occurrence report. It is generally accepted that an officer on a shift should be able to handle six occurrences requiring police action. Beyond that number the officer will be handling only the demand load without time to complete reports, preventative patrol and law enforcement, surveillance, etc. Six occurrences would be a maximum number.

The ^{*} appended Zone Map was drafted by the force to designate a four zone area for patrol purposes but without the demand work load being calculated on a daily, weekly, monthly basis, it served no useful purpose since cruisers were constantly being brought in from other zones to answer calls frequently leaving a zone without police patrol. It is recommended that:

• The procedure as outlined be followed and a new Zone Map be drawn up to conform with the demand work load. The zone boundaries may be changed from time to time as circumstances warrant. The present practice of rotating patrol officers daily from zone to zone must be discontinued for the sake of continuity of patrol. Changes daily do not give an officer the opportunity for follow-up investigations, checks, surveillance, etc., in a particular zone. An officer should remain in a zone for at least a week at a time.

Traffic Branch

Considerable concern was expressed by many members of the force because the Traffic Branch had been disbanded. Specialized branches are required within a force when conclusive need is determined - and only when conclusive. Proper deployment of the field force, as previously pointed out, permits time for traffic enforcement and accident investigation.

Recommendation:

Four motorcycles are available and they should be utilized by deploying motorcycle officers. Two on the 8:00 a.m. to 4:00 p.m. shift and two on the 4:00 p.m. to midnight shift - as part of the regular shift and under the command of the Sergeant in charge of the shift. This can be done from Spring to late Fall.

Detective Branch

This branch is composed of:

1. Inspector
- 1 Sergeant of Detectives
- 3 Detective Sergeants

- 8 Detectives
- 1 Detective assigned to the Criminal Court
- 1 Detective assigned to the Youth Bureau
- 1 part time Secretary also assigned to the Records Branch.

The general impression received was that the Detectives perform their tasks with reasonable competence and the resolution of many very serious crimes testifies to this deduction. The specialization of a Detective Branch is sound providing that it functions within its designated field and that the fact that it is a supportative endeavour to assist the Uniform Branch be kept in mind, i.e. to follow-up on criminal investigations which would take the uniform officer from his field responsibilities over prolonged periods of time.

It has been pointed out that the Sergeant of Detectives acts as a reader for all reports sent from the general office - this duty is time consuming and along with his responsibility as the Intelligence Officer (part time) he would find little time to perform his duties as a supervisor and co-ordinator of the investigative assignments, along with some field work. He should be relieved of these duties or the general operation of the Detective Branch will deteriorate. It was obvious that emphasis had been placed on the Detective force by the Administrators when the Uniform Branch was not fully producing satisfactory results. This fact was substantiated in the new building when the Central Records Branch was located on the second floor near the Detective Branch instead of on the main floor next to the Communications area. The main purpose of police records is to assist:

- 1. The officer in the field.
- 2. The Administration.

All uniform members should be given the opportunity to serve in the Detective Branch on a temporary rotating basis. This method has a twofold purpose:

1. Broadens the base of education in police work.
2. Presents an opportunity to establish an appreciation of the investigative duties and to foster rapport between the two branches.
3. Presents an opportunity to assess and select future members for the branch.

Intelligence Officer

It would appear that serious consideration should be given to the appointment of a full time Intelligence Officer working out of and with the Detective Branch but answerable directly to the Chief of Police. The situation in Kingston, with the 5 Penal Institutions located in the district, is not comparable to other cities of similar population. The movement of friends of inmates and former inmates is of more than passing interest to the Kingston force in view of the crime rate. A fuller participation with the Canadian Intelligence Services of Ontario would be beneficial, not only to the parent body but to the force.

Regulations and Procedures

The Deputy Chief of Police is presently preparing an up-to-date set of "Regulations and Procedures" to govern the force. The responsibilities and duties of each rank are contained therein. This is important to the personnel when definite policies of the force are established, adopted by the Board, and issued to not only the recruit but to all ranks. The members of the force should be continually up-dated in changes in procedures. It is suggested that the "Regulations and Procedures" be prepared in loose leaf and changes may be inserted or deleted to keep the preparation up to date.

The current book and file, in the general office, on temporary and standing orders should be edited and out of date orders withdrawn.

Mail Dispersement

All incoming mail to a police force should be addressed to the "Chief of Police" and all outgoing mail should be signed by the Chief of Police or his designate.

Currently the mail is delivered to the office Supervisor, who is also Secretary to the Chief and Deputy Chief of Police, and mail addressed to individual branch heads is passed on unopened. The branch head answers all correspondence and inquiries and the letters are signed by that person. It is imperative that the office of the Chief of Police be familiar with all incoming and outgoing mail. Although the letter preparation may be made by a branch head, it must be forwarded to the Chief's office for signature.

The Original Occurrence Report

It has been the practice for one of the officers on station duty to fill out the original "Occurrence or Complaint" Form when the call is received by telephone. Further data is frequently conveyed via radio to the station for inclusion in the original report. This report is then forwarded to the Detective Branch, listed and passed on to a Detective for further investigation if required. This practice must be discontinued. The original report must be completed by the investigating officer assigned. He is the officer at the scene and is the only person who can intelligently complete the report.

The station duty officer, when the call is received, should complete an "Occurrence or Complaint" card and then assign the investigation, if immediate action is indicated, to an officer in the field.

Sample Card:

Size: 7 $\frac{1}{4}$ " X 3 $\frac{1}{4}$ "

COMPLAINANT				TEL. NO.		PATROL AREA									
ADDRESS						TIME RCD.									
						TIME DISPATCHED									
						TIME 10 - 7									
NATURE OF COMPLAINT						TIME CLEARED									
						TIME ON CALL									
LOCATION				V E H I C L E	STOLEN <input type="checkbox"/>		WANTED <input type="checkbox"/>		LOCATE <input type="checkbox"/>						
					LICENCE				SERIAL NO.						
					YEAR		MAKE		MODEL		COLOUR				
					RADIO <input type="checkbox"/>		TELEX <input type="checkbox"/>		VERIFIED YES <input type="checkbox"/> NO <input type="checkbox"/>						
P E R S O N	NAME				RCD. BY		TEL. <input type="checkbox"/>		TELEX <input type="checkbox"/>		IN PERSON <input type="checkbox"/>		LETTER <input type="checkbox"/>		
	CLOTHING				OFFICER(S)				DISPATCHER						
	SEX	AGE	HT.	WT.	COMP.	HAIR	EYES								
	WANTED <input type="checkbox"/>				MISSING <input type="checkbox"/>				LOCATE <input type="checkbox"/>						

Report Writing

As previously indicated the officer investigating a complaint must be responsible for the completion of the original "Occurrence or Complaint Report". Nothing should be added to the report except by that officer. When further investigation is necessary a separate "follow-up report", showing the Occurrence Number, is completed and attached to the original report, thus a reader is presented at a glance, a chronological picture of the events and status of the investigation.

Original Occurrence reports examined at random revealed a lack of uniformity with additions and notes placed on the front and back. Most were prepared in a haphazard manner, omitting dates, facts and frequently items were entered in the wrong boxes on the printed form. The acceptance of this type of reporting should never have been condoned by supervising personnel. A report does not have to be typewritten but may be neatly printed or written. Acceptable reports, well prepared, are one of the keys to a successful operation.

It is recommended that immediate training lectures in the art of police report writing be given all personnel.

Use of Report Forms in the Field

In order to obtain full utilization of man hours available for field work by the patrol force, it is important to keep each officer in his assigned zone available immediately to answer demand calls for police services.

It has been the practice to permit the patrol force to return to the Police Headquarters twenty minutes before the completion of a shift to complete reports. If more time than the twenty minutes is required then overtime pay is allowed by the officer-in-charge. These reports are completed in long hand or printed.

Occurrence and complaint forms used in the field are valuable for the following reasons:

1. All officers investigate in the same manner of questioning.
2. Writing details in a notebook and later transferring to a report is not necessary.
3. Although an officer is inexperienced, the particulars taken are accurate.
4. Telephone or visit call backs are practically eliminated by pertinent information being gathered in the first instance.
5. The original report neatly written or printed at the scene eliminates hours of an officer's time at the station.
6. The report is immediately available if required by a supervisor.
7. When necessary, a report may be completed by an officer in a parked cruiser in a busy area, visible to the public and available to answer further calls.
8. It leaves an improved image of police efficiency with the complainant. The police officer asks precise and intelligent questions with no loss of time.

It is recommended that a supply of necessary forms be carried in the cruisers. The officer investigating the complaint, at the scene, prints or writes the required information on the proper form. This report is then submitted as the original report. More man-hours in the field will be available and less report writing overtime accumulated.

It is recommended that this system be instituted.

Memo Books

Memo Books are being used to note investigation and complaint details and those examined left much to be desired in content and neatness. The use of the Memo Books are the officer's log and should show in chronological order:

- Zone -
- Weather -
- Date -
- Times -
- Calls answered and length of time taken,
- Other duties performed -
- Areas patrolled -
- Special Occurrences noted -

Important orders issued at parade may be noted in the back of the Memo book.

The Memo books must be part of the force records and be checked daily by the Sergeant in charge or Corporal.

Report Dissemination

Current practice:

1. A station duty officer fills in the original occurrence or complaint form.
2. All reports are forwarded to the Sergeant of Detectives.
3. The reports are read and if follow-up investigation is indicated, Detectives are assigned.

4. When possible the report is classified as to the category of offence but is sometimes left for the Chief Records Clerk. This should always be done by an experienced Police Officer.
5. The original copy is sent to Central Records and the copy used by the Detective Branch.
6. The original report is checked by the Records office, entered on index cards and filed.
7. Sequential numbering system is used as the "occurrence number", entered by the officer in charge of the general office.
8. A Master Name file has been established and the occurrence number is entered thereon.
9. An Index Card System is also used for some categories of criminal offences.

There are several flaws in this method of processing reports and the following is recommended:

1. The officer in the field completes the original occurrence report.
2. The Sergeant in charge checks the reports and circles names contained therein, in red pencil, for inclusion by Central Records in the Master Name File. He also checks to see that the "type of offence" is correct.
3. All reports are given sequential numbers, by the officer in charge of the general office, as directed by the Chief Clerk, Central Records.
4. The reports requiring further investigation, which can be performed by the officers on patrol, are stamped "To the Uniform Branch". More serious type crime requiring extensive investigation will be forwarded to the Detective Branch and marked "To the Detective Branch".
5. All original reports are forwarded to the Central Records for entry on the Master Name cards and filing.

6. Follow-up reports from either the Uniform or Detective Branch will include the original Occurrence Number and be forwarded to the Central Records and will be attached to the original report.
7. All changes in the status, disposition or conclusion of a report will be documented on a form showing the original Occurrence Number and forwarded to the Central Records.
8. Central Records will enter on the monthly Statistics Canada form, all occurrences for the month. Later dispositions of cases, when a case is finalized, will be entered in the current monthly Statistics Canada report.
9. The present "Category of Offence" Index Cards should be broadened and numbered according to those on the Statistics Canada criminal statistic form. This will facilitate the monthly compilation, dispensing with the present work sheet which leaves room for error. Statistics will also be readily available for the Annual Report and the administration. Central Records may follow the suggested Directory of offences and Index Card system recommended by the Ontario Police Commission.
10. Statistics vital to the operation of the force should be compiled monthly and forwarded to the Chief of Police.
11. A dossier is maintained by Central Records on all persons convicted on criminal offences. This would appear to be redundant but we were assured that due to numerous enquiries, including police forces and other agencies, relative to persons incarcerated in district institutions and involved in court proceedings these files have proven invaluable. Dossiers should be expunged on a regular basis eliminating deceased persons and long term inactive files. Duplicate and often triplicate copies are being kept in files - more than the original copy is superfluous.

The Central Records Branch is open from 9:00 a.m. to 5:00 p.m. and after that the Detectives or Sergeant in charge have access to the files. When material is removed from a file it is returned to a

tray for refiling. Documents are frequently removed by Detectives without a charge out card being made out. Photocopy equipment is available and reports should not be removed from the Master Records without strict control. It would be in most instances impossible to trace missing files or reports and produces chaos in the system.

Space for the records is not at present a problem and dead or inactive files are stored. It might be advantageous to consider the use of microfilm especially to eliminate future storage problems.

Suggested System

For

"Pending Status Cases"

or

"Criminal Investigation Follow-up"

Index Card System

The Index card is filed in a file drawer, which is sub-divided with guide cards, one for each day of the month, and one for each month of the year.

It is suggested that a 3" X 5" card be used or a larger size if desired.

Card should contain:

1. Occurrence number and type of offence
2. Date required
3. Name of Detective or officer required to submit the report.
4. Name of person requiring the report.

The diary date system may be used when a follow-up report is to be filed within 5 days. If the offence was first reported on March 5, the follow-up report is due March 10. The diary date card should be filed for March 11, on which date the file would be checked to see whether the report has been submitted.

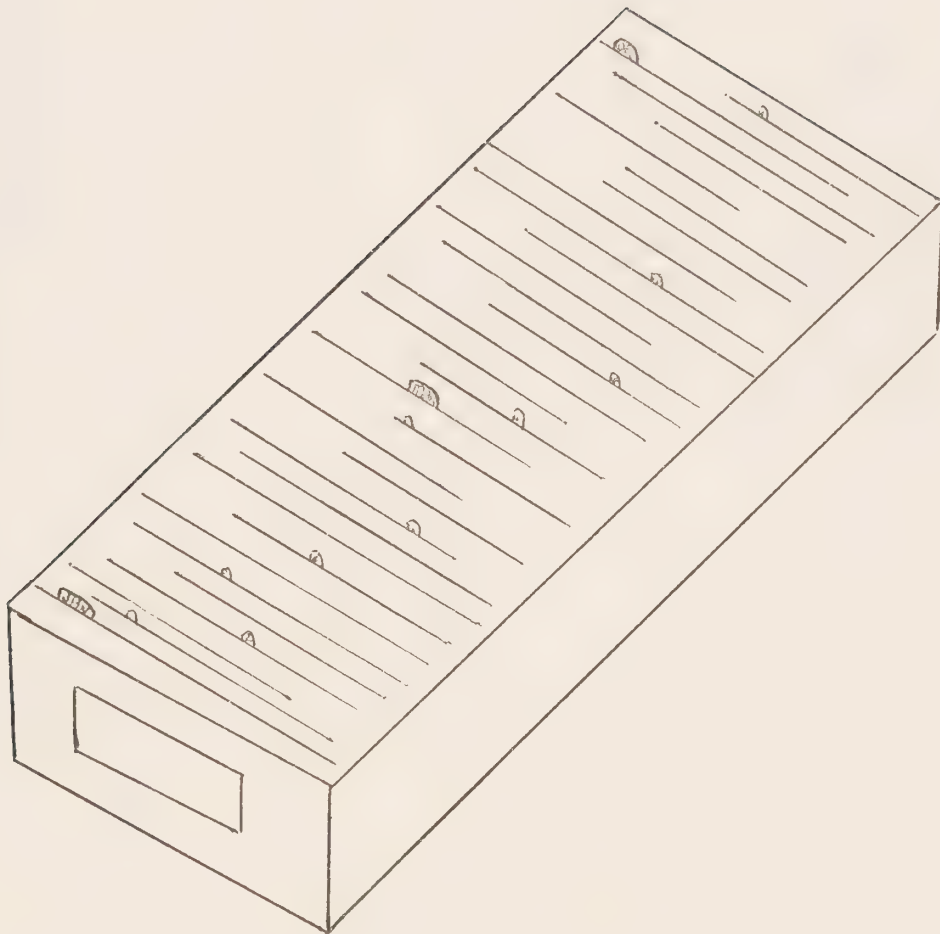
If the report has not been submitted, a request for Report or Information slip must be sent to the investigating officer.

If the follow-up report is required 30 days hence, the diary date card would be filed on the date required in the following month.

Suggested
3" X 5"
card

11 - 3 - 73		
Occ. # 1776/73		
Armed Robbery		
Det. R. Brown		
Required by - Inspector Green		
<input type="checkbox"/> Report	<input type="checkbox"/> Letter	<input type="checkbox"/> Information

DIARY DATE INDEX CARD



DIARY DATE SYSTEM

3" X 5" card
or larger
if desired

Request For Report or Information	
	Date: _____
Officer(s) _____	
Report on Complaint # _____	
Has Not Been Received by	
Records Div.	
<input type="checkbox"/> offence	<input type="checkbox"/> property custody
<input type="checkbox"/> follow-up	<input type="checkbox"/> officer's daily activity
<input type="checkbox"/> incident	
<input type="checkbox"/> m.v. accident	<input type="checkbox"/> other
<input type="checkbox"/> arrest, summons	
Please submit	_____
	Records/Supervisor

Front

<p>The attached report is not complete, please complete as indicated:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>

Reverse
Side

1. Copy to officer(s).
2. Copy attached to Diary Date System Card.

This method will provide, on a continuing and accurate basis, a complete follow-up of all offences reported.

Detective Branch

The same principle applies to the Detective force on continuing or follow-up investigations assigned to each individual. Strict supervision to the assignment of cases to Detectives must be given by the officer in charge in order to divide the work load as evenly as possible. Transfer of officers to this branch may then be justified more easily.

. It is imperative therefore, that an Index Card System be instituted to show at a glance the work load for each Detective in order to equalize the work load and to ensure that all criminal offences are investigated to the maximum.

ASSIGNED WORK LOAD INDEX CARD

JONES, WM. J. DET.		
Occ. #	Type	Disposition
1845/73	Armed Robbery S.&A. Finance Co.	Wm.J. Smith - Arr.
1632/73	Indecent Assault-female	
1946/73	B.& E. Theft Miller Bros.	Cleared otherwise
2220/73	Theft-Wm.Black,\$200.	Unfounded

Reverse side may be lined and used for entries.

When an assignment for various reasons is concluded a red line should be drawn through centre of occurrence number.

Telephone Communications

The most important link between the public and the police is the means in which to communicate. There are three methods of contact:

1. Telephone.
2. Walk-in at a police station.
3. Contact with a police officer on patrol and thence to the communication centre by radio.

Six telephone lines were installed in the new building with a switchboard operator directing the calls to various branches throughout the building. The switchboard is operated Monday to Friday, inclusive from 9:00 a.m. to 5:00 p.m. and the operator is relieved by a Secretary or Clerk for the lunch break. At 5:00 p.m. the switchboard becomes inoperative and only two lines are available to the general office desk. As a result, citizens call in after 5:00 p.m. and with the two lines frequently busy, the citizen would receive a constant ring but no answer. It was inconceivable that a force of this size could operate efficiently under these circumstances.

Since the matter was urgent it was discussed with the Chief of Police for immediate study and action by the Bell Telephone Company and the Police Administration. Note: This matter has now been resolved by the installation of a six line board in the general office.

Staff Meetings

Staff meetings are an effective device for promoting confidence, loyalty and interest on the part of all members of the force. Active participation enables all subordinates to criticize present and proposed programmes and promotes the flow of information from lower to higher echelons.

Staff meetings were held until two years ago and then faded out. At regular staff meetings the Chief of Police usually considers problems that have come to his attention during the week and then permits each member present to comment and seek solution on his individual problems.

It is recommended that staff meetings be held on a weekly basis. Each meeting should be planned and an agenda prepared and circulated before hand in order to permit time for preparation and thought on the subject matter. The meetings should convene and adjourn promptly.

The Chief of Police should meet briefly with the Deputy Chief and Inspectors daily to consider immediate daily problems. Frequently suitable material will arise from the daily meetings for inclusion in the weekly staff meeting.

The Chief of Police and/or the Deputy Chief should, from time to time, meet larger groups within the force, preferably at roll call. This provides an opportunity for the Senior Administrators to convey project plans and explain the reasons to the staff who will ultimately be involved in these projects. The effect on morale will readily be noted.

Meeting individually is time consuming and ineffective. The force cannot function efficiently without planned staff meetings on a regular basis.

Chain of Command Within the Organizational Structure

The principle of chain of command is essential within any organizational structure. A respected police organization advisors report clearly explains the subject in this manner:

"Communications channels, lines of authority must be established. This principle is often referred to as the "chain of command". Observance of the chain of command is just as necessary, if not more so,

by the Chief of Police, as it is for subordinate ranks. If the Chief of Police or his command personnel were to attempt to bypass the channels and communicate directly with the level of execution, a complete rupture of the organization would be at hand. The intermediate supervisory personnel between the Chief and the Constable would have no knowledge of the communication and, therefore, by principle would not be responsible to anyone for execution of the order communicated. Such a situation leads quickly to a second evil. The personnel at lower levels in the organization who are the receivers of orders or communications from levels above their immediate supervisor begin to wonder for whom they are working and to whom they are responsible. This degenerates into a situation where operational personnel, confused as to whom they must report, attempt to communicate up the line to the Chief of Police or command level. The result is that the top level administrative personnel then have direct communication with exceedingly large numbers of people, confusion mounts, and for all practical purposes, the organization is dissolved. These lines of authority and channels of communication are the cords which hold the organizational structure together; they bind together operational units and enable them to function as a team; they link the subordinate to his own supervisor and the supervisor to his commander, in an unbreakable bond. They are themselves a clear definition of authority and responsibility.

Unity of command must be maintained: unity of command means that each subordinate and each unit of the organization must be under the control of one and only one person. Unity of command is maintained by close adherence to the principal of chain of command discussed herein. Where the lines of command are weakened, the unity of command will be weakened and purposeful action will be more difficult to achieve".

The Kingston Police Force frequently deviate from this accepted principle of chain of command and strict adherence is recommended.

Supervision in the Field

Current policy dictates that the Corporal remains on station duty and the Sergeant makes periodic field inspections. It was determined that the Sergeant made only "an occasional" field inspection, frequently none were made. It is ludicrous to believe that the field force would or could function with efficiency unless direction and supervision is provided. It is important to the younger Constable to have this method of in-the-field advice and training available. In what other manner can discipline in the force be established?

It is recommended that the Sergeant as shift commander remain in the station with the Corporal in the field. Occasionally the positions may be reversed in order to keep the Sergeant in touch with the field operation. This is another important key in the successful operation of a police force.

Position Discrepancies

- | | | |
|---------------------------|---|--|
| <u>An Inspector</u> | - | supervises one Staff Sergeant (Traffic) and one mechanic (Special Constable) |
| <u>One Staff Sergeant</u> | - | this Staff Sergeant is without supervisory responsibility and is, in fact, an accident report reader and prepares and attends Traffic Court two mornings a week. |
| <u>One Staff Sergeant</u> | - | in charge of the Identification and Photography Section, has been given the rank to compensate for salary rating. He apparently is a qualified Technician and well trained but other than one assistant (Constable) he has no supervisory responsibility. |
| <u>One Sergeant</u> | - | has the responsibility for the School Safety programme and does some supervision of School guards - but has no responsibility of supervision from the police function aspect. A sharp young Constable, or at most a Corporal rank is all that is required. |
| <u>One Corporal</u> | - | has the responsibility of serving summonses with no supervisory duties. |

- One Corporal - unfortunately has been in ill health and has been assigned very light clerical duties. He has no supervisory duties.
- One Constable - works 9:00 a.m. to 5:00 p.m. in the communication office supervising Telex and C.P.I.C. messages and maintaining a file system. He also relieves occasionally (during break periods for the Dispatchers). This position (at a cost of approx. \$14,500.) could be handled, part-time, by a civilian clerk.
- Three Constables
Communications - are employed as Dispatchers, 8:00 a.m. to midnight. Persons who have been injured or incapacitated are utilized for this work. There can be no quarrel with this system providing the person is emotionally equipped to work from time to time, under stress. It is understood that two of the Constables are now physically able to return to normal police duties. A constable from the regular shift assumes Dispatcher duty on the late night shift. Civilian Dispatchers, male or female, well chosen with some knowledge of report writing, police function and records compilation are suited to perform this essential duty and would result in considerable monetary saving.

The argument against Civilian Dispatchers, in this case, is not valid when a Sergeant, Corporal and Constable are always on duty in the adjoining General Office, available to give direction when unusual or emergent police situations arise.

In the past few years, budgets, salaries and fringe benefits have escalated. It is therefore the responsibility of the Chief of Police to evaluate positions, both police and clerical, to obtain maximum efficiency. It is accepted that any position within the police structure, not a complete police function, should be filled by civilian staff. It is more economical and often more efficient.

It also follows that positions or promotions within the police structure should not be created unless there is a need for added responsibility and supervision. When a person is promoted to a senior position within the organization, a lateral transfer must be, not only feasible, but is often necessary.

Radio Communications and Dispatching

The majority of calls requiring immediate police action are received by telephone. Particulars are taken by staff in the General Office and if requiring immediate action, a complaint card is completed and passed to the Dispatcher, who directs a patrol vehicle, within the Zone. The time of message transmission, time of arrival and time of completion of the call must all be stamped on the complaint card. Compilation of this material is essential in deployment of personnel by Zone and foot beats and also an assessment of the officers' performance.

The radio communication room is the nerve centre of the police organization. A Dispatcher must be familiar with the Zones, availability of vehicles, positioning of cruisers for back-up support and the ability to move vehicles, when indicated, into protective or alert positions. It is essential that all police vehicles mobile within the City, advise when "available", "out-of-service", etc. This has not always been the case and it was determined (by observation) that frequently, Patrol Officers and Detectives failed to acknowledge status to the Dispatcher. There can be no excuse for this failure. Definite written policies must be posted relating to a mandatory procedure in order to expedite movement.

The foregoing is recommended procedure and has not been a standard requisite in the force. At best, the Dispatch method could be termed "loose-leafed". Radio monitors have been installed in various supervisory offices in the building and this deficiency should have been observed in the past.

It is also recommended that a "light indicator board" be installed in the radio room which will indicate the status of all vehicles in the field, for example:

1. The board shows the various Zones and vehicles in operation.
2. The board indicates Detective vehicles in operation.
3. A green light indicates a vehicle available for call.

4. A white light indicates a vehicle directed on a call but in transit.
5. A red light indicates a vehicle out of service, attending the call.

Currently, the Dispatcher must memorize the vehicle locations or note same on a pad.

Training

Training is a prime requisite within any police force. It should be carried out on a continuous basis, both in the recruit class, as well as all supervisory and administrative ranks. The force should avail itself of the training at the Ontario Police College, as there is no substitute for the range and quality of training at this centre.

In-service training should be carried out on a continuous basis. For a number of years the force used the "Question-a-day" programme where five questions were posted weekly by the Chief of Police and written answers submitted by everyone to their immediate superior. The answers were posted when the next set of questions were issued. A great deal of information can be conveyed through this method. The material may then be used for written examinations from time to time.

Other methods of in-service training are short lecture preparations by various supervisors, which familiarizes the staff with other branch objectives and problems. Periodic lectures by the Crown Attorney, Judges, Lawyers, Doctors, etc., are most beneficial and Kingston has a wealth of persons from the educational field to call on. Films are also available from the Police College and other sources.

A Safe and Defensive Driving Course should be made compulsory for all recruits and as time permits, all members of the force should eventually be given the opportunity to attend.

A well trained and informed force gains confidence in the application of the law, preparations for court and in other services they provide.

Library

An area has been allocated in the new building to be furnished as a Library but has not, as yet, been stocked. This is an important item and becomes a part of the in-service training programme. Many publications, books and films are available and assistance in choice may be obtained from the Ontario Police College. All members of the force should also be issued an up-to-date copy of the Criminal Code of Canada.

Discipline

The word "discipline" must be used carefully to avoid confusing its several meanings. When used in its positive sense, discipline has been defined "as a characteristic which embodies willingness to conform and a feeling of self-restraint, coupled with dedication and perseverance". Used in a negative way, discipline is synonymous with correctional or disciplinary action. Even in forces which have good discipline, there are times when disciplinary action must be exercised. The immediate supervisor must determine whether the violation resulted from a deliberate defiance of the Police Act or Force Regulation or inadvertently from ignorance or carelessness. Lax disciplinary action often has serious consequences and impairs the effectiveness of the force and there is a lack of "esprit de corps". The morale of the force is then adversely affected and the entire force suffers from a lack of direction. A lackadaisical attitude towards the work prevails. Discipline is the responsibility from the Chief of Police down to the supervising officers and it cannot be expected to develop from the level of the Constable up through the ranks.

Sergeants and Corporals in the force play a more important role as force disciplinarians than any other rank. The quality of work, through sound and constant supervision, improves and is also reflected in public relations. In Industry they are referred to as the "middle link" between management and the workers. If this link is weak, the organization is inefficient.

A scale for the morale of the force of excellent, good, fair and poor, was proposed during interviews. The greatest number placed

the morale in the "Fair" range. Many reasons for the lower category were suggested but it is suffice to say that through observation alone it was clear that the category was correct.

Young men, as well as older personnel, desire a reasonable, fairly applied measure of discipline within the force. They also seek discipline through leadership on the part of the Sergeants, Corporals and all Senior ranks. When discipline improves, the morale will definitely improve. In the past two years one violation was laid under the provisions of the Police Act. This is hard to believe in a force of over ninety members, where discipline is obviously lacking! It is absolutely essential that the Administrators of the force bring to the attention of all members the absolute need for proper leadership in the art of administering good discipline.

Evaluation Programme

A regular and systematic evaluation programme of all personnel is not only desirable but essential in police forces and especially in larger ones - this should be an on-going programme. The evaluations must be studied not only by the officers immediate supervisors but by at least two of the senior administrators of the force and the members interviewed by them individually. In this manner, an officer is counselled on his satisfactory work habits and advised in areas where his work may be strengthened and improved. The officer then becomes a part of a more efficient organization.

The foregoing is also necessary when consideration is being given to promotions within the force and by this method the most qualified members are selected for the supervisory and administrative functions. Special attention, by evaluators is paid to provide leadership qualities, knowledge of law, work habits, dependability and physical fitness. Evaluation programmes must also include the Detective Branch.

It is recommended that an Evaluation Programme and Counselling System be instituted and adhered to.

Various types of charts are available for use by the evaluator. A sample form is appended.

BELOW AVERAGE										AVERAGE					VERY GOOD					EXCEPTIONAL				
1 2 3 4 5 6 7 8 9 10										5 6 7 8 9 10					7 8 9 10					RATING -				
APPEARANCE																				COMMENTS:				
Constantly needs checking in appearance and dress. Untidy. Careless.										Frequently requires checking. Only neat on special occasions. Frequently careless.					Always neat and clean. Posture and carriage very good. Pride in himself.					Extremely good posture and appearance at all times. An example to other men.				
0 1 2 3 4 5 6 7 8 9 10										11 12 13 14 15					16 17 18 19 20					21 22 23 24 25				
WORK PROFICIENCY																				COMMENTS:				
Uninterested and unenthusiastic. Just a job to him. Little knowledge of his work. Quality poor, slow, inaccurate. Standard low.										Acceptable attitude to police work. Generally enthusiastic. Average in quality and output. Reasonably adequate knowledge of duties.					Quality and quantity of work better than average. Very thorough and accurate. Highly satisfactory.					Exceptionally high quality and quantity of work. Complete knowledge. Very superior.				
0 1 2 3 4 5 6 7 8 9 10										5 6					7 8					9 10				
CO-OPERATIVENESS																				COMMENTS:				
Disagreeable, disgruntled, does not have support or co-operation of others.										Usually co-operative, shares credit with others. Does his share of work. Doesn't always look for easy assignments.					Always co-operative, respected by associates. Works well with anyone, arouses enthusiasm, very considerate and helpful.					An inspiring example to others, highly respected. An asset to the Department.				
0 1 2 3 4 5 6 7 8 9 10										7 8 9					10 11 12					13 14 15				
JUDGMENT																				COMMENTS:				
Not too dependable under stress. Frequently erratic, biased and unable to control temper.										Generally uses good judgment. A clear knowledge of what is to be accomplished. Usually unbiased and impartial. Doesn't make faulty snap-decisions.					Can be depended on to use good judgment at all times. Thinks things out thoroughly. Makes proper decisions. Good self-control. Improves steadily with experience.					Unusual comprehension, makes major decisions. Capable of directing complicated procedures. Cool and calm. Highly analytical mind.				
0 1 2 3 4 5 6 7 8 9 10										7 8 9					10 11 12					13 14 15				
RELIABILITY																				COMMENTS:				
Only works when supervised. Reports incomplete and inaccurate. Can only be assigned to specific types of details.										Usually reliable in carrying out duties. Reports generally complete. Can be trusted to complete assignments.					Always dependable. Needs little supervision. Very conscientious. Does all types of jobs well. Very good reports.					An outstanding person. Completely dependable. Unusual sense of responsibility. A most trustworthy employee.				
0 1 2 3 4 5 6 7 8 9 10										7 8 9					10 11 12					13 14 15				
INITIATIVE																				COMMENTS:				
Little imagination. Doesn't accept responsibility. Needs constant supervision. Always looks for guidance. Confused with new duties.										Reasonably able to meet new situations. Occasionally uses ingenuity. Can generally be relied upon to carry out his duties quite well.					Works with decisiveness, makes logical suggestions, handles emergencies well. Has the necessary drive to push work through to a conclusion without delay.					Demonstrates originality, initiative and imagination. Constructive foresight to a marked degree. A real spark-plug.				
0 1 2 3 4 5 6 7 8 9 10										5 6					7 8					9 10				
PUBLIC RELATIONS																				COMMENTS:				
Spiteful, illogical in prosecutions. Frequent complaints about his attitude with the public. Sometimes abusive with people. Very short tempered. Cannot handle crowds.										Generally deals well with the public. Occasionally flies off the handle and shouts at them. Can usually handle people at scene of a crime. Generally conducts himself well at strikes, etc.					Always considerate and courteous. Occasional complaints of his zealotness, but seldom justified. Manner with crowds very good. People respect him and co-operate.					Is exceptionally public-relations minded. Many compliments paid to him. Seems to know just what to do every time. Sets an example for others to follow.				

NOTE: Encircle the Number that most nearly fits the individual's capacity in the characteristic being considered.

Promotional Procedures

A well balanced police force is dependent upon:

- (a) Sound recruitment practices.
- (b) An evaluation programme.
- (c) A counselling programme.
- (d) A promotional procedure.

Each is interlocked with the other. A person seeking a career in the police field must be assured that a considered promotional procedure has been established as policy of administration and the Board. The educational qualification on recruitment in Kingston has been set at Grade XII. These young people seek, and are entitled to, an opportunity to advance, on a competitive basis, through the ranks. If this opportunity is not available, the recruit after a brief period will become dissatisfied with his lot and it will reflect in his work and/or he will leave the force to seek another one where the competitive factors do exist.

It is therefore recommended that the Board institute a promotional procedure for the force to assure a supply of competent and qualified persons for future ranks (including the Detective Branch), within the force - failure to do so has resulted in serious problems of leadership and will be compounded if continued.

A suggested Promotional Procedure for adoption is as follows:

A GUIDE TO PROMOTIONAL PROCEDURES

Introduction

Methods employed in promotional procedures throughout the province are varied. Some are acceptable, others leave much to be desired. Frequently promotions are made arbitrarily. Many Chiefs of Police have voiced their request for a uniform standard as a guide for promotions.

The need for such, is now and will be in the future, vital to the municipal Police Forces in the province. The implementation of Area Government, the unification of two or more Police Forces in an area or district points up the need for a standardized promotional plan in police forces. This will assure quality and orderly progress in the police services.

Promotions

Most police candidates are seeking careers, not jobs. The type of person sought for police work deserves every opportunity to compete for promotion, as far as his ability will carry him.

Promotion is defined as the movement upward from one classification or rank to another carrying higher remuneration and more responsibility. It is distinguished from a transfer, which is the lateral movement to a different assignment of substantially the same difficulty and responsibility.

The goals of a sound promotion policy are threefold:

- (a) To determine which candidates are qualified to undertake the responsibilities of the job for which you are selecting a man for promotion.
- (b) To provide assurance for all employees that sound selection procedures are being followed which are closely allied to the work, objective, and free from any irrelevant considerations such as race, religion, politics or personal bias.

Written Examinations

The use of the written examination is characteristic of most competitive promotional procedures and is a most effective device, especially, in determining the relative knowledge required for promotion to a position in the supervisory and/or administrative field. Knowledge of procedures, law and evidence, the operation and study of traffic patrols, juvenile problems and motivations, and investigative ability is most vital.

The content of the written test in examinations for original appointment as a constable generally emphasizes aptitude. At the promotional level, however, the examination should generally measure knowledge or work. It should be aimed primarily in the direction of knowledge required in the rank to which promotion is sought rather than rank already held. When possible, the examination should also include "problem-solving" types of questions to demonstrate the man's capacity to use his knowledge.

Personal Evaluation and Oral Interview

Emphasis should be placed on this aspect of the promotional procedures. The written tests are also important but past application and efficiency of the person will be determined from the Force Evaluation records and the personal interview.

The Board or Committee will assess:

- Appearance
- Work proficiency
- Co-operativeness
- Judgement
- Reliability
- Initiative
- Public Relations

College and In-Service Training

The Chief of Police should provide training programmes so that ample numbers of potential candidates are ready to compete successfully. The opportunity to attend training courses at the Ontario Police College must be provided.

Mental Ability Tests

Some forces require the promotional candidates to undergo a psychiatric or mental ability examination. The rationale accepts the fact that police work is trying and that it may lead to emotional disorders.

It is recommended that an applicant to qualify should have an intelligence quotient of 115 or greater.

Seniority

Long service as a constable is no indicator of supervisory potential but consideration of seniority is sound if the credit is sufficiently small that it merely breaks ties in favour of the senior constable.

PROMOTIONAL EXAMINATIONS

AND

PROCEDURES

<u>Constables 1st Grade (Minimum Service 3 years) to N.C.O. Rank.</u>				<u>POINTS</u>
* 1.	Written Examination			45
** 2.	Force, Personal Evaluation Records and Oral Interview			35
*** 3.	Force, written examination By-laws, Force Regulations and Procedures			10
**** 4.	Service Seniority	minimum		3
		maximum		10
Total points:				<u>100</u>

Note: The same procedures may be followed when promotions are sought above the rank of N.C.O. but it is recommended that the candidate function in a rank on a permanent basis for at least two years before qualifying for elevation to the next rank.

* * * *

The Otis Quick-Scoring Mental Ability Tests will be supplied by the Ontario Police College. In order to qualify, an applicant must obtain a minimum score of 115.

* * * *

- * 1. The written examination papers will be supplied by the Ontario Police College. A qualifying mark of 65% must be obtained by an applicant.

Subject matter: Criminal Code of Canada
Provincial Statutes
Police Act of Ontario, etc.

Courses of study will be supplied by the Ontario Police College for a period of approximately three months prior to the written examinations. All applicants will then have an equal opportunity on the written examination. Papers will be marked by the College.

- ** 2. It is recommended that a Board of Committee be appointed by the Chief of Police to assess each candidate (qualifying) on the Force Personal Evaluation Records and conduct an Oral Interview or examination.

The Board or Committee will be composed of:

- 1. Two or three Force Senior Officers. (depending on the size of the force)
- 2. Another person chosen from Industry (preferably a Personnel Branch Head) or College/University Educational Staff.

- *** 3. A written examination should be prepared by the Chief of Police. The subject material to be based on the local by-laws, and the force, Regulations and Procedures. Study material will be supplied to the candidate for a reasonable period prior to the examination. Papers will be marked by a senior officer of the force designated by the Chief of Police.

- **** 4. One point for each year of police service will be given. A minimum of three points, with a maximum of ten points being allowed.

Medical Certificate of Fitness

It is deemed advisable to require the candidate to furnish a report from a qualified medical practitioner as to his or her physical fitness. This requirement is necessary to assure that physical capabilities are acceptable in order that the successful candidate will be able to cope successfully with the added stress and responsibilities of the supervisory position.

* * * * *

It is recommended that the successful candidate function in an acting or probationary rank for a period of one year before confirmation of the rank. This provides a time period for senior officers to assess and evaluate the level and acceptability of performance of the new duties.

* *

Recruitment

The recruitment procedures for the force appear to be sound. The personnel Director for the city advertises the position and screens the applications for age, education, etc. The top applications are interviewed by a committee composed of the Chief of Police, Personnel Director and one or two senior officers. A written test is given. The applicants are again interviewed and the final selection made. All background checks are conducted by the police. A Grade 12 or equivalent (minimum) is required, as well as a Doctor's certificate of physical fitness.

When a person is employed on a force as a recruit, there are always unknown factors relative to the person's adaptability as a police officer. This has been recognized by legislation in the Police Act, Sec. 27(b) of the General Regulations which permits termination of a recruit's service up to 18 months after employment. This is generally determined by his

supervisors and on some occasions it is determined by the officer and he voluntarily resigns. It is therefore important that complete checks be instituted by the Chief of Police into the background of the applicant, if the applicant resides outside the municipality.

An Inspector should personally conduct enquiries at the location of the residence or elsewhere if the enquiries indicate. In order to reduce the risk factor on an applicant's adaptability and suitability for police work, interviews should be supported by suitable testing procedures such as: mental ability, practical judgement, creativity or psychological tests to assist the committee. A number of police forces today are utilizing the services that can be obtained from:

- (1) The Department of Manpower which can provide General Aptitude Tests, English Tests, Mathematic Tests, and Interest Inventory Test.
- (2) The Department of Labour - Achievement Tests.
- (3) Adult Centre - Functional Level Test.

In addition, Kingston has within its confines a University, Psychiatric Hospital and other beneficial services to assist in the selection of recruits.

The Kingston force has, in the past, waited up to a year to send recruits to the Ontario Police College for the basic training course. It is recommended that a recruit, within the first six months, complete the Recruit Part "A" (six weeks) and complete the Recruit Part "B" before the completion of his first year of service. This permits an evaluation of his capabilities at the earliest possible time and a further period to assess the recruit during his eighteen months probationary period. Constant attention should be paid by the supervisors on the recruit's evaluation programme.

It must be emphasized that a minimum of 30% of all new recruits must be above average, if the future requirements of supervisory and command positions are to be met with qualified personnel.

Youth Unit

A youth bureau was established in January, 1972, with a complement of one Detective and one Policewoman. They counsel both the juveniles and parents. This is a specialized field and requires an enlightened and proper handling of young offenders and ability to work in close harmony with other juvenile agencies and with the Detective Branch. It will be noted that for this reason the Youth Bureau has been placed under the supervision of the Inspector of Detectives in the recommended Organization Structure.

In the first year of operation, 1972, it would appear that the Youth Bureau is functioning well and points out the necessity for this work.

Total Juveniles - 343
(of which 93 were girls)

<u>Charges in Juvenile Court</u>			<u>Warnings</u>		
Criminal Code	-	143	Criminal Code	-	190
H.T.A.	-	10	H.T.A.	-	12
L.C.A.	-	6	L.C.A.	-	17
		<hr/>	By-laws	-	8
Total	-	159	Drugs	-	30
			Missing Persons	-	57
			Miscellaneous	-	101
					<hr/>
			Total	-	426

145 referrals were made to other agencies.

40 meetings were held with interested groups.

It is suggested that the entire staff be made aware of the importance and value of this unit and refrain from imposing any other duties on the two members.

Identification Unit

The identification and photography unit is under the direction of the Inspector of Detectives. It consists of:

- 1 Identification Officer (Staff Sergeant rank)
- 1 Identification Officer (Constable rank)

The unit is well equipped and the staff are rendering a valuable service, especially on court preparations. It was observed that the identification members frequently attend at the scene of a crime and complete the entire investigation and report in place of a Detective or Patrol Officer. This is time consuming and should not be part of their function - their concentration should be supportive to the investigation.

Motorized Equipment

Nine vehicles are assigned to the Uniform Branch, four of which are used for regular patrol duties. The patrol vehicles are dark blue in colour with the front door panels in white and the city crest thereon.

It has become increasingly important in the last few years to use distinctively coloured vehicles as a deterrent to the commission of crime factor and more readily discernible at considerable distances, to persons requiring police assistance. Chrome yellow coloured cars have been used by several police forces in the province with very satisfactory results. It is suggested that the regular patrol cars be in the chrome yellow colour. We were advised that the regular patrol cruisers would be increased to five in 1973 and it is recommended that this be increased to SIX in 1974.

On inspection, it was noted that the exteriors of the vehicles were clean but the cleanliness of the interiors left much to be desired with overflowing ashtrays, coffee cups, gravel and dust. The force has on strength, a mechanic, sworn in as a Special Constable and receiving a first grade Constable's salary. The need for him being sworn-in as a Special Constable is dubious. The garage area set aside in the new building

was poorly maintained, dusty and dirty. The stock room for storage of oil, filters, etc., was in the same state and no inventory of stock was maintained. It is recommended that a complete up-to-date inventory be kept.

What could be termed casual records were kept on the various vehicles and were incomplete. Grease and oil changes and minor motor repairs are done on the premises. Maintenance on a regular basis will keep the vehicle in good dependable condition and add to the trade-in value. It is recommended that this be carried out in an orderly fashion with proper recording on each vehicle. It is also recommended that the force explore the possibility of cleaning the exterior and interior of the vehicles on a full time contract basis. Vehicles may be cleaned in off-peak periods so that the vehicles are not tied up. The officer taking over the vehicle at the commencement of a shift should be held responsible to his N.C.O. for the condition of the vehicle.

VEHICLES

<u>CAR NO.</u>	<u>MILEAGE</u>	<u>DESCRIPTION</u>	<u>ASSIGNED TO</u>	
1	35,648	1972 Plymouth	Patrol car)	Uniform Division
2	33,232	1972 Plymouth	Patrol car)	
3	31,619	1972 Plymouth	Patrol car)	
4	30,733	1972 Plymouth	Patrol car)	
5	40,811	1970 Chevrolet, beige	Radar)	Detectives
6	37,441	1970 Chevrolet, green	Summons)	
7	41,083	1971 Ford, grey	Inspectors)	
			Sergeants.)	
8	36,678	1971 Ford, maroon		Uniform Division
9	23,089	1971 Ford, brown (Youth Bureau))	
10	12,261	1972 Plymouth, blue)	
11	35,923	1970 Chevrolet, turquoise)	
12	35,573	1970 Chevrolet, gold)	Uniform Division
13	52,110	1970 Chevrolet, blue	Radar & Gen.)	
			Patrol, etc.)	
14	15,305	1972 Plymouth, green	Utility-Out)	
			of town, etc.)	
15	35,694	1968 Chevrolet Van	Dog Insp.)	Uniform Division
16	35,127	1971 Ford, Van	Patrol Wag.)	
17	2,649	1970 Harley Davidson, white)	
18	14,919	1968 Harley Davidson, white)	
19	5,962	1970 Harley Davidson, white)	
20	14,727	1968 Harley Davidson, white)	

Transportation of Prisoners

On June 8, 1971, the Provincial Quinte Regional Correctional Institution was opened and the force was required to transport prisoners on remand and/or sentenced to the institution located at Napanee a distance of 26 miles. Previously the detention institution was located in Kingston. A subsidy of \$23,000.00 per annum was given by the Province to help defray the added cost of transportation. One additional Constable was added to the strength of the force for this purpose. A security van type vehicle is used. The number of trips vary as shown in the appended chart.

For security reasons two officers are assigned prisoner transport duties and are drawn from the 8:00 a.m. to 4:00 p.m. shift. Part of their duty is to remain in the court to supervise the prisoners and to provide some security measures in the court building.

It is recommended that two permanent officers be assigned to the transportation of prisoners and court security duty. The day shift Sergeant in charge will be better able to properly deploy his regular men. In slack periods, they may be given regular patrol duties or if more transportation trips are necessitated to have prisoners on time for early morning court, lieu time off may be granted on slack days.

TRIP TRANSPORTATION OF PRISONERS

1972

[illegible]

Van Mileage - 25.012

KINGSTON - QUINTE REGIONAL CORRECTIONAL INSTITUTION

[illegible]

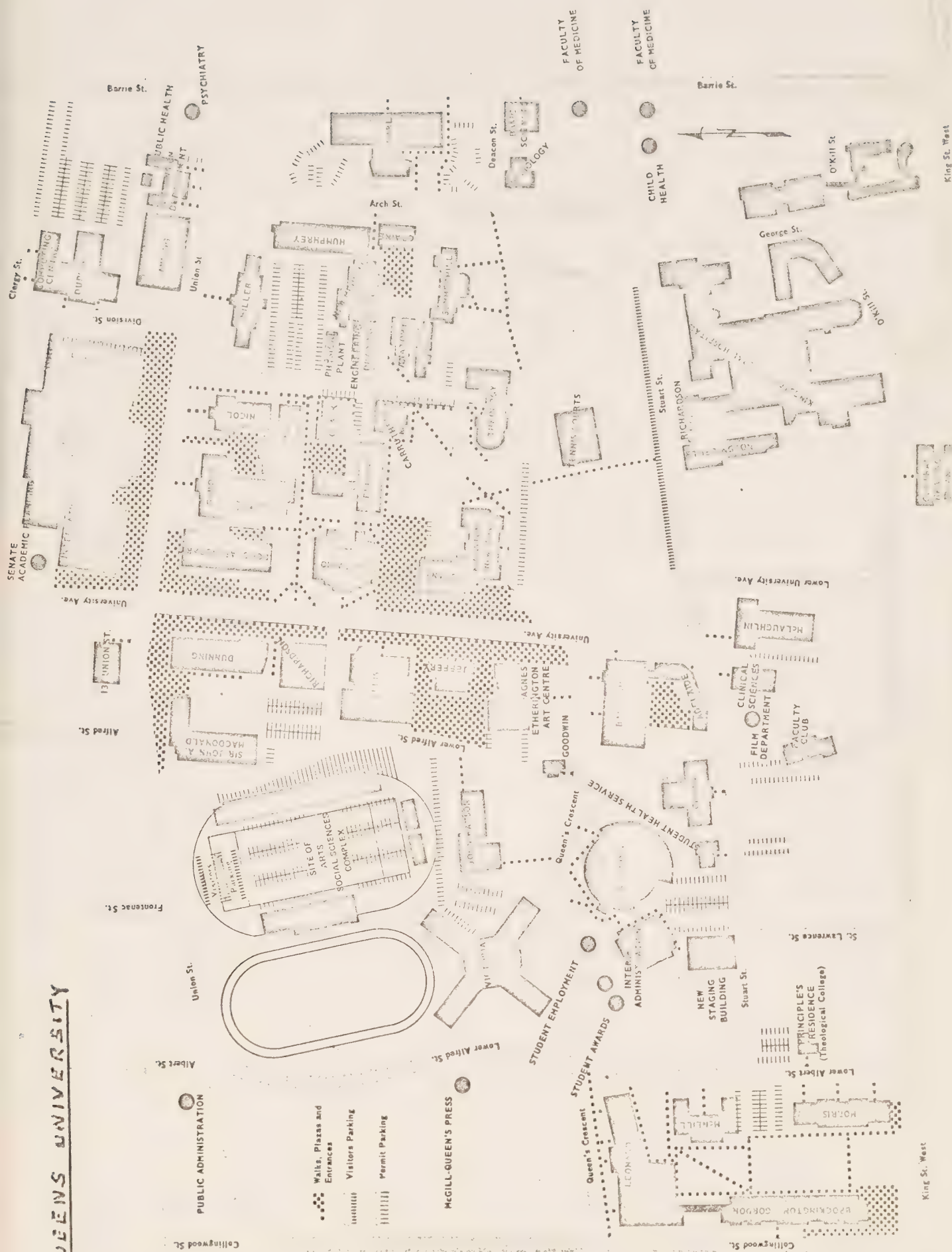
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School Guards - Supply Duties by Police Officers

There are 32 adult school guards employed by the city to protect school children, at busy points, proceeding to and returning from school. The Traffic Safety Officer trains and supervises by spot checks. It has also been the practice to replace the guard with a police officer when a guard is ill or cannot attend for other reasons. On frequent occasions as high as five officers on the day shift have been occupied in this way - the general patrol and investigations performed by the Uniform Branch suffers to the detriment of other services to the public and is not economically sound. Standby guards should be employed to take over the duty when the regular guard is not available and police officers should only be used in emergent situations. During inclement weather periods, when school guards book off sick, the demand on police service as a rule, increases, especially for motor vehicle accident investigations. This situation should never have been permitted to exist.

Queens University

The addition of some 10,000 students and the extensive area and buildings of Queens University, also places an extra burden of police duties on the force. The University employ one person as Director of Safety, Security and Parking. When police services are needed the City Police are called. All Break and Enters, Thefts, etc., are referred to them. As of June 1, 1973, a private Security Company will have two guards equipped with walkie-talkie units, patrol, on foot, (8:00 p.m. - 6:00 a.m.), with two visits a night by their patrol vehicle. This service will be primarily for property protection and all criminal offences will be referred to the police force.



Court Time

During off duty hours, when an officer is directed to attend court, he is entitled to take time off for the hours accumulated.

The 1972 contract provides:

"This time shall be cumulative and may be taken when requested by the member subject to the approval of the Chief of Police or his representative designated for this purpose".

For other overtime the officer receives time and one-half but the contract also stipulates that:

"Instead of being paid for all overtime, a member may take up to a maximum of five days of overtime in a year in time off in a straight time for time worked basis".

Uniform Branch

Court Time

1971 Total hours, 2,556

Total hours taken in time off, 2,744

(The increase covered a carry over from the year 1970)

or 343 man days lost.

1972 Total hours, 3,610

Total hours taken in time off, 3,464

or 433 man days lost.

It is a common practice to permit time off to be taken on Friday and Saturday which are the peak work load periods.

Recommendation:

All time allowed for court attendance be paid at the prevailing rate.

The Courts

The courts are held in a building adjoining the County Court Building. There are two court rooms and a very small holding cell. The security arrangements are poor which necessitates sufficient police officers to supervise prisoners. The small holding cell (not satisfactory nor adequate) is located at the rear and prisoners must be escorted through the hallway to the front of the building and thence into the court rooms. On busy days witness and spectators crowd the hallways. Prisoners are transported by Van to the rear courtyard and into the building; again the security arrangements are lacking since the road enters in one side around the rear and exits on the other side of the building. This necessitates close supervision. The officers should be able to drive into a garage area and unload the prisoners for court.

Criminal Court sittings are held on Monday, Tuesday and Friday at 10:00 a.m., with some liquor cases at 9:30 a.m. and the courts are continuous until concluded each day. A Detective is in charge of the court preparations and presentations on a full time basis and court officials advise that the arrangements, preparation and conduct of the court is most satisfactory. A second Detective is required on Monday and Friday, when two courts are in progress. Current bail hearings, intoxication and pleas are taken in the second court, including Thursdays. Traffic and By-law court is held on Wednesday and is prepared and attended by a Staff Sergeant.

As a rule, two police officers act as attendants on most court days and on Monday and Friday, two additional officers are required when two courts are in progress.

It is suggested that better security arrangements be explored inside and outside the building. The present Detective in charge of the courts should assume full time responsibility for all court arrangements (Criminal and H.T.A.)

The two officers permanently assigned to the transportation of prisoners on a permanent basis will also act as court attendants. There is an unusual situation here since many persons are brought before the courts who are already serving sentences in Federal Penal Institutions as well as others, in the same position, who are called upon to give evidence as witnesses. This situation, of course, calls for additional supervision and control. The court officials feel that police officers must be present to assure the proper conduct of the court.

Business Premises Inspections

It is recommended that a Property Index Card System be installed for use by the officer in charge and the radio Dispatcher. A printed card has been supplied. All business premises should be inspected at least once a year and the owner or Manager advised on security measures (doors, locks, location of safes, telephone numbers, etc.). This will prove beneficial in reducing the number of Break and Enter offences and be of assistance when emergencies arise. This type of inspection may be done by the foot patrol, periodically by the cruiser patrol or Detectives. Over a period a complete file will be available.

It is also adviseable to institute time checks on night property inspections in order to intelligently deploy officers and thereby reduce break and enter factor.

Civilian Strength

The civilian staff members now on strength have been assessed by the City Administration and a job evaluation and specifications written. All appear to be gainfully employed.

One clerk is employed as a receptionist on the second floor but is actually occupied full time checking parking and meter violation tickets and preparing same for the issuance of summonses by the Justice of the Peace. The stacks of tickets present a poor image when a person steps from the elevator. This is not a police function and it is suggested that when renovations are completed at City Hall, this operation should be transferred.

General Office Personnel

Current

Day Shift:

1	Sergeant
1	Corporal
1	Station Duty Officer
1	Radio Dispatcher
1	C.P.I.C. & Records Constable
1	Switchboard Operator
<hr/>	
6	Total

4:00 p.m. - Midnight

1	Sergeant
1	Corporal
1	Radio Dispatcher
1	Station Duty Constable

Midnight - 8:00 a.m.

Same as 4:00 p.m. to Midnight

Recommendations:

1. Day Shift - dispense with switchboard, since similar equipment has also been installed in the General Office. Open this space up and use as part of the General Office.
 - (a) Sergeant in charge
 - (b) Female clerk typist
(answer telephones & C.P.I.C.)
 - (c) Radio Dispatcher
2. 4:00 p.m. to Midnight
 - (a) Sergeant in charge
 - (b) Female Clerk Typist
 - (c) Radio Dispatcher

3. Midnight to 8:00 a.m.-

- (a) Sergeant in charge
- (b) Station duty officer
- (c) Radio Dispatcher

*NOTE: for relief and emergent situations, a constable may be brought in from the field for a brief period.

An alternate method should be explored for the issuing of bicycle licenses. In the main office this is done at the front desk and creates considerable traffic and confusion.

In one city, arrangements are made through bicycle dealers to issue the license at the time of purchase. The records are picked up by the police and kept at Central Records. It is far from economical to engage police officers in selling bicycle tags. This is in reality a civilian function.

The General Office and Dispatcher Service cannot operate efficiently unless records are available to assist the field force in carrying out their function. Master Name, warrant, committal warrant, summonses, prohibited drivers, interdicted person files, must be made available at the radio console. Some duplicate files have been available but were not kept up to date and this only results in confusion and extra work and checking on the part of everyone involved.

A regular Duty Roster Book System should be instituted in place of the duty sheets now in use. The Duty Roster, on a 24-hour basis, will indicate date, names, assigned duties, days off, sick leaves, etc., and will remain a permanent record available at all times.

Regular Holiday Leave

It has been the practice to permit regular Holiday leave throughout the year on the following basis:

- 3 Constables from each platoon plus a Sergeant or a Corporal.

4 platoons	X 4	= 16
2 Detectives at a time	=	2
		<hr/>
Total:		18

This does not take into account other ranks of Staff Sergeant and above.

18 men from a force of 91 equals 19.78%

It is recommended that no more than 15% of a force be given holiday leave at any given time. The Administrator must always control the level of efficiency and patrol. More members apply for leave in the summer months and unless policy is set this could escalate to 25% or more which would be, in our opinion, a dangerous level.

Sick Leave

During the year 1972, 887 days of sick leave were taken by all members of the force - 679 days of this total were taken by 58 on the Constables' rank. This would average 9.74 days for each member of the force. It would appear that the figure is relatively high and a tighter control is indicated by the Chief of Police and board policy.

The survey indicated that the co-operation between the Ontario Provincial Police, Kingston, and other Police Forces, especially in the Eastern portion of the province, was excellent. Many requests for continued investigations from various forces in the province are transmitted to the Kingston Force in view of the location of the Penal Institutions. Many complimentary comments on this assistance have been documented.

The operation of the Kingston Police Force has the necessary resources but has somehow not applied them in the most effective manner. This means that changes must be made to raise the level of performance of the force and new and expanded roles are envisaged.


Police problems are community problems. The job of the police is to treat the effects of social ills, not heal them. The police can assist by adding their knowledge of the causes but cannot, alone, resolve them. An alert, knowledgeable and co-operative citizenry can do much toward assisting its police force in preventing crime and detecting offenders.

This survey and report offers an approach to improved police operation in Kingston and much of the content has already been discussed with the Chief of Police and his immediate subordinates. While alternatives to these recommended courses of action may be feasible, it is the considered opinion of the Advisers that recommendations contained herein, best fit the present situation of the force.

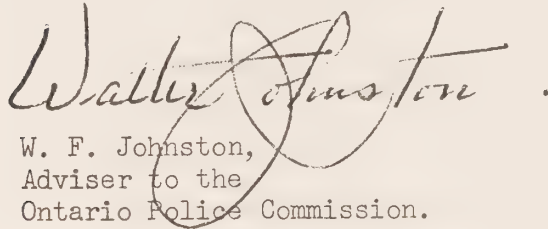
The Advisers subscribe to the position that improvements can be obtained by adherence to the application of basic and proven police administration principles.

Although varying in some degree among police forces, administration, police procedures, report compilation, records, recruitment, training, deployment of personnel, have many common factors in all.

The Advisers wish to thank Chief of Police R. W. Nesbitt and his staff for the assistance and courtesies extended during the survey. Mrs. G. Halligan, Secretary to the Chief, was most helpful in the preparation of material. Thanks are also extended to the Staff Sergeant, O.P.P., Kingston, Mr. C.M. Edwards, District Representative of the National Parole Service, and to the many citizens who were interviewed and gave freely of their time and considered opinions, all of which were of assistance in the compilation of this report.

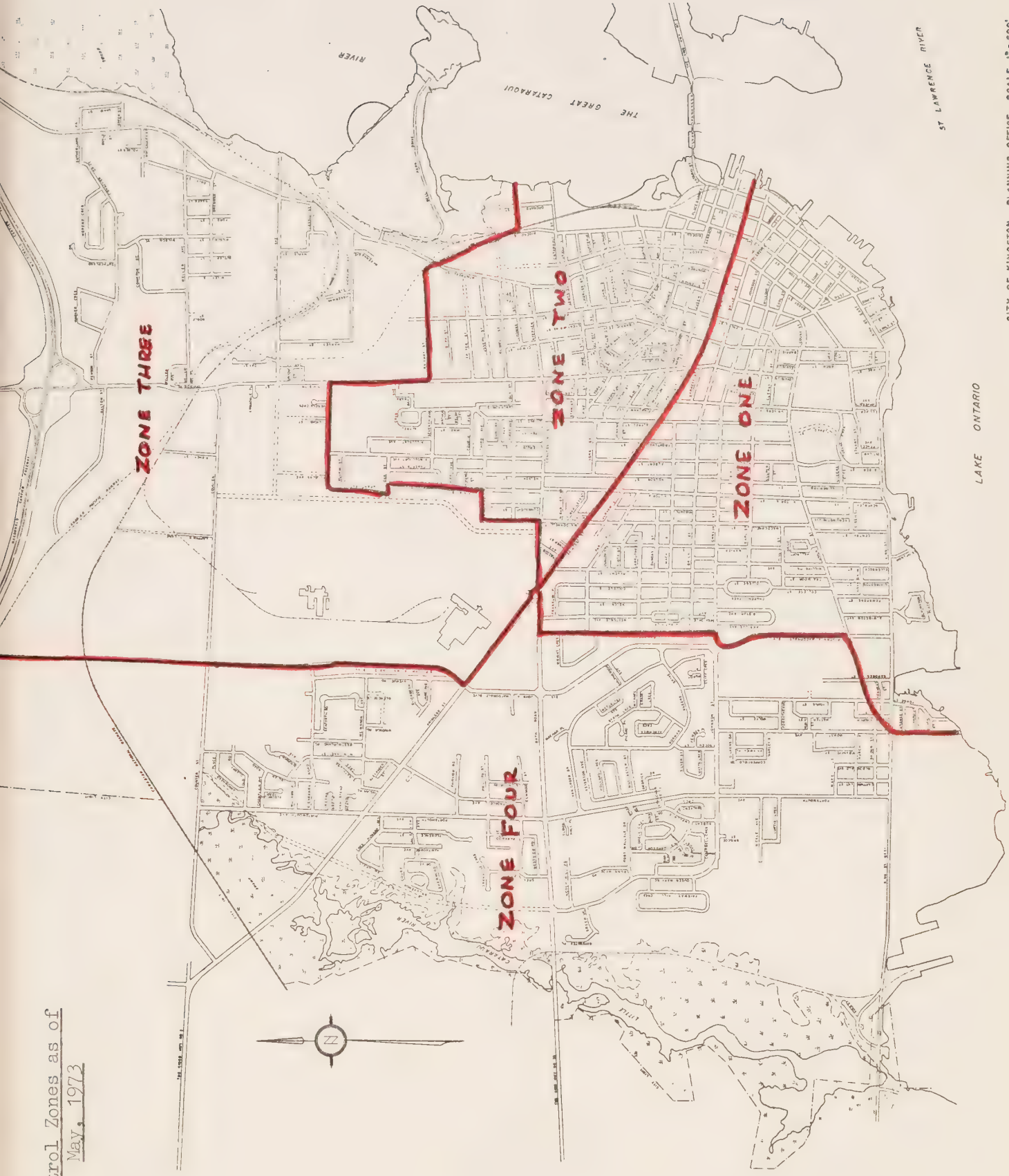


F. J. Taylor,
Adviser to the
Ontario Police Commission.



W. F. Johnston,
Adviser to the
Ontario Police Commission.

Patrol Zones as of
May, 1973



LAKE ONTARIO

CITY OF KINGSTON PLANNING OFFICE SCALE 1" = 600'

POLICE PERSONNEL - RANKS, AGES, EXPERIENCE AND TRAINING

KINGSTON CITY POLICE FORCE

RANK	NAME	D.O.B. (AGE)	DATE OF APPOINTMENT AND PROMOTIONS	TRAINING
Chief of Police	R. W. Nesbitt	17/10/1953	<p>August 1, 1940</p> <p>April 1/43 - Patrol Sgt. Oct. 1/48 - Acting Sgt. Jan. 1/49 - Sergeant July 1/52 - Inspector Jan. 21/59 - Chief of Police</p>	<p>Traffic Training Course - 2 weeks Chief Constable's Course - 5 days Traffic-Road Safety Workshops - 3 days Chief Constables Seminar - 1 week Senior Officers Seminar (Cancelled) Police Administration Part A - 2 weeks</p>
Deputy Chief of Police	J. W. Kealey	04/07/2250	<p>April 16, 1946</p> <p>Sept. 20/49 - Act. Patrol Sgt. Jan. 1/50 - Patrol Sgt. Nov. 8/52 - Detective March 7/56 - Ident. Officer April 1/57 - Sgt. of Dets. Aug. 1/64 - Inspector May 19/72 - Deputy Chief</p>	<p>R.C.M.P. Identification Course #6 Investigation of Abortion - 2 days Basic Educational Course for Coroners - 3 days Police Inspector Training Seminar - 5 days Supervisory Training Service Course - 4 Evenings Police Administration Course Part A, Part B and Part C - 6 weeks</p> <p>Bomb Disposal Course - 3 days Lectures at Queens University - 14 weeks (Crime in our Society) Senior Officers' Seminar - 1 week Criminal Intelligence Seminar - 1 week</p>

RANK	NAME	D.O.B. (AGE)	DATE OF APPOINTMENT AND PROMOTIONS	TRAINING
Inspector of Traffic	E. J. Fowler	06/11/27 45	Sept. 1/57 - Acting Detective Dec. 3/57 - Detective June 23/58 - Sgt. in Traffic Nov. 12/59 - Staff Sergeant Jan. 1/66 - Inspector October 5, 1949	O.P.P. College - Police Training Course - 6 weeks (1956) 5th Annual Traffic Conference Course - 2 weeks Dept. of Transport Road Safety Workshops - (3 Days) Supervisory Training Course - 2 weeks Supervisory Training Course - 6 days Supervisory Training Course - Queen's Ontario Traffic Seminars at Kingston, London and Toronto Police Administration Part A - 2 weeks
Inspector of Uniform Branch	J. L. Mackey	12/09/25 47	April 1, 1949 Dec. 10/52 - Patrol Sgt. Jan. 16/57 - Sergeant April 15/66 - Staff Sergeant Dec. 31/70 - Act. Uniform Insp. Jan. 1/71 - Uniform Insp.	Sergeants Seminar - 1 week - Waterloo Univ. Kingston Supervisory Training Course Traffic Enforcement and Accident Investigation Course - 2 weeks Gas Demonstration & Display - RCMP Ottawa - 1 day Crowd Control Course - 1 week
Inspector of Detectives	R. E. Haunts	22/06/22 50	May 3, 1948 Dec. 10/52 - Patrol Sgt. Oct. 1/53 - Act. Detective March 15/54 - Detective March 7/56 - Ident. Officer Dec. 3/57 - Det. Sgt. Aug. 6/64 - Sgt. of Dets. Nov. 16/72 - Inspector of Dets.	Police Identification Course Criminal Intelligence Seminar - 1 week (65) Criminal Intelligence Seminar - 1 week (66) Criminal Intelligence Seminar - 1 week (69) Lectures at Queens - 14 weeks. (Crime in our Society) Criminal Intelligence Seminar - 1 week (70)

RANK	NAME	D.O.B. (AGE)	DATE OF APPOINTMENT AND PROMOTIONS	TRAINING
Sergeant of Detectives	W. R. Hackett	13/06/30 42	<u>June 1, 1951</u> May 1/55 - Patrol Sergeant Sept. 1/57 - Act. Detective Dec. 3/57 - Detective July 12/63 - Det. Sergeant Dec. 22/72 - Sgt. of Detectives	General Police Training - 6 weeks St. John's Amb. First Aid Training Criminal Invest. Course - 6 weeks Criminal Intell. Seminar - 1 week (1970) Criminal Intell. Seminar - 1 week (1971) Advanced Criminal Intelligence Seminar - 1 week (1971)
Detective Sergeant	E. Luker	13/08/13 59	<u>April 16, 1941</u> July 17/47 - Patrol Sgt. July 15/52 - Sergeant Dec. 10/52 - Detective Mar. 7/56 - Detective Sergeant	Chief Constables Assoc. of Ontario Training Seminar-Advanced Course for Detectives - 5½ days.
Detective Sergeant	C. De St. Remy	10/02/14 59	<u>Sept. 4, 1947</u> * See Attached	Criminal Invest. Course - 6 weeks
Detective Sergeant	M. J. Breen	26/08/30 42	<u>Sept. 3, 1951</u> Sept. 18/59 - Patrol Sgt. Feb. 7/63 - Detective Dec. 22/72 - Detective Sergeant	Training Seminar for Det. - 1 week Criminal Invest. Course - 6 weeks Criminal Intell. Seminar - 1 week (1972)

C. De St. Remy
Detective Sergeant

Dates of Promotions

December 10/52	-	Patrol Sergeant
March 15/54	-	Sergeant
October 2/55	-	Transferred to Detective Office
February 5/56	-	Detective
July 12/63	-	Detective Sergeant

NOTE: Wounded by Rifle fire at Bagot & Bay Streets,
November 29, 1957. Wounded on right hand and lateral
wound in chest.

Commended by Police Commission for outstanding service
in the investigation and apprehension of William Mikel,
who robbed Toronto Dominion Bank in Kingston on June 8,
1965.

RANK	NAME	D.O.B. (AGE)	DATE OF APPOINTMENT AND PROMOTIONS	TRAINING
Staff Sergeant (Ident.)	G. T. Lay	05/03/27 46	<u>May 15, 1949</u> Jan. 5/55 - Patrol Sergeant Dec. 3/57 - Detective Jan. 1/64 - Ident. Officer Jan. 7/71 - Staff Sgt. Ident. Section	General Police Training - 6 weeks Identification Course - Ottawa - 6 wks. Identification Seminar - 1 week ('64) Law Enforcement Photography Seminar - 2 days Bomb Disposal Course - 3 days Michigan, Ont. Ident. Course - 3 days Identification Seminar (3days) ('72) Advanced Latent Fingerprint Technique Course F.B.I.
Staff Sergeant	D. Jesse	08/01/21 52	<u>December 23, 1946</u> Feb. 19/53 - Patrol Sgt. April 14/58 - Act. Sergeant Jan. 1/59 - Sergeant Aug. 16/71 - Staff Sergeant	General Police Training - 6 weeks Supervisory Course - 2 weeks Traffic Supervisor's Course - 3 weeks
Detective	J. T. Sheridan	22/10/19 53	<u>October 4, 1954</u> Feb. 5/56 - Detective	
Detective	E. McCullough	27/02/33 40	<u>February 1, 1954</u> Feb. 7/63 - Detective	Detective Course - 4 weeks Counterfeiting Course - 2 weeks Basic Criminal Intelligence Seminar - 1wk Crime in Industry Seminar (Fraud) - 2 days

RANK	NAME	D.O.B. (AGE)	DATE OF APPOINTMENT AND PROMOTIONS	TRAINING
Detective	T. B. Cooper	17/06/32 40	<u>September 9, 1957</u> Feb. 7/63 - Detective	St. John's First Aid Course Annual Seminar of the International Assoc. of Auto Theft Investigators 1969 - 1970 - 1971 (1 wk. each yr) Criminal Invest. Course - Aylmer 6 weeks Course of Psychology - Queen's Univ. (3 years) 3 credits of 15 credit courses
Detective	W. C. Wright	24/06/17 55	<u>June 20, 1949</u> * See Attached	Criminal Invest. Course - 6 weeks
Detective	R. J. Joyce	24/12/28 44	<u>August 20, 1951</u> Sept. 18/59 - Patrol Sgt. 1964 - Patrol Sgt. changed to Plainclothesman Jan. 1/72 - Officer I/C of Youth Bureau	Seminar - Police & the Young Offender - 1 wk in 1968, 1970, & 1971 Drug Seminar - 2 days Criminal Invest. Course - 6 weeks
Detective	M. Finn	06/02/26 47	<u>April 1, 1954</u> April 15/66 - Morality Officer	St. John's Amb. First Aid Training Criminal Invest. Course - 6 weeks Narcotic Control Act and the Food & Drug Act - 3 day course

WILLIAM CHARLES WRIGHT

DETECTIVE

Dates of Promotions

April 1, 1957	-	Patrol Sergeant
1964	-	Rank of Patrol Sergeant changed to Plainclothesman
January 1, 1966	-	Detective

RANK	NAME	D.O.B. (AGE)	DATE OF APPOINTMENT AND PROMOTIONS	TRAINING
Detective	B. E. Jamieson	07/03/34 39	<u>April 1, 1957</u> July 14/66 - Corporal Sept. 17/70 - Morality Officer	St. John's Amb. First Aid Training General Police Training Course A - 8 weeks Breathalyzer Course - 2 weeks Criminal Invest. Courts - 6 weeks Drug Invest. Techniques - 2 weeks
Detective	W. H. Boyce	30/07/31 41	<u>March 8, 1954</u> Dec. 1/71 - Detective	St. John's Amb. First Aid Training General Police Training Course A - 10 weeks Criminal Investigation Course - 6 weeks - Aylmer
Detective	E. J. Ridgley	09/09/35 37	<u>April 15, 1957</u> Jan. 1/72 - Detective	General Police Training Course A - 10 weeks
Detective	H. J. Hickling	15/09/30 42	<u>September 23, 1957</u> Dec. 1/71 - Detective	St. John's First Aid Training General Police Training Course B - 8 weeks
Sergeant	R. B. Barrett	08/06/21 51	<u>June 1, 1949</u> Jan. 16/57 - Patrol Sgt. Apr. 14/58 - Act. Sergeant Jan. 1/59 - Sergeant	General Police Training - 6 weeks Supervisory Course - 2 weeks Crowd Control Course - 1 week

RANK	NAME	D.O.B. (AGE)	DATE OF APPOINTMENT AND PROMOTIONS	TRAINING
Sergeant	P. W. Flewelling	02/01/33 40	<u>February 9, 1953</u> July 12/63 - Corporal June 1/66 - Sergeant	General Police Course - 10 weeks Breathalyzer Course - 2 weeks Crowd Control - 2 Day Refresher Course Crowd Control Course - 1 week Supervisory Training - 2 weeks
Sergeant	J. A. McKegney	19/01/19 54	<u>October 1, 1953</u> July 12/ 63 - Corporal Feb. 1/72 - Sgt.-Safety Office	Traffic Training Course - 1961 -2 wks. Traffic Safety Officers Workshop - 1963 Supervisory & Command Training -5 wks. Traffic Safety Officers Workshop - 1966 St. John's First Aid Course Training Course for Police Safety Officers - 1 wk - 1968 Teaching Methods Course for Safety Officer - 1 wk - 1969 Traffic Law & Accident Invest. - 2 wks. Ontario Traffic Conf. - 2 days (1970) Traffic Teaching Methods Course - 1 wk.-(1971) Traffic Teaching Methods Course - 1 wk.-(1972)
Sergeant	T. A. Hogan	13/09/34 38	<u>February 1, 1956</u> July 14/66 - Corporal Dec. 1/71 - Sergeant	St. John's First Aid Training Breathalyzer Course - 2 wks. Ontario Traffic Conf. - Training Course A - 3 wks. Crowd Control Refresher Course - 2 days Crowd Control Course - 1 week Supervisory Course - 2 wks.

RANK	NAME	D.O.B. (AGE)	DATE OF APPOINTMENT AND PROMOTIONS	TRAINING
Corporal	J. W. Payne	03/12/14 58	<u>December 17, 1946</u> Feb. 1/57 - Patrol Sgt. July 11/63 - Rank changed to Corporal	
Corporal	L. E. Marchand	11/11/24 48	<u>January 9, 1952</u> July 12/63 - Corporal	General Police Course - 10 weeks St. John's First Aid Course Supervisory Course - 2 weeks
Corporal	R. O'Prey	14/08/20 52	<u>July 20, 1953</u> July 12/63 - Corporal	General Police Training - 10 weeks St. John's Amb. First Aid Course Supervisory Course - 2 weeks
Corporal	K. A. Smith	23/05/31 41	<u>July 27, 1953</u> July 12/63 - Corporal	General Police Training - 10 weeks Supervisory Course - 2 weeks Crowd Control - 2 weeks
Corporal	W. Wiskin	04/02/24 49	<u>August 27, 1951</u> April 20/72 - Corporal	General Police Training - 10 weeks St. John's Amb. First Aid Course Traffic Training Course - 3 weeks Traffic Law and Accident Invest. - 3 wks.

RANK	NAME	D.O.B. (AGE)	DATE OF APPOINTMENT AND PROMOTIONS	TRAINING
1st Class Constable	D. E. Sprott	11/03/25 48	<u>December 13, 1951</u>	St. John's Amb. First Aid General Police Training Course - 10 weeks
1st Class Constable	F.C. Smith	23/04/29 43	<u>September 1, 1952</u>	St. John's Amb. First Aid Course General Police Training Course A - 10 weeks
1st Class Constable	C. Goodfellow	07/05/28 44	<u>March 22, 1954</u>	St. John's Amb. First Aid Course General Police Training - 8 weeks
1st Class Constable	R.A. Bulloch	31/10/31 41	<u>March 26, 1956</u>	St. John's Amb. First Aid Training General Police Training Course A - 10 wks. Crowd Control Seminar - 1 day
1st Class Constable	J. P. Murphy	02/07/25 47	<u>April 3, 1956</u>	St. John's Amb. First Aid Training General Police Training Course A - 10 wks.
1st Class Constable	J. D. Pomeroy	19/01/34 39	<u>April 3, 1956</u>	St. John's Amb. First Aid Training General Police Training Course A - 10 wks.

RANK	NAME	D.O.B. (AGE)	DATE OF APPOINTMENT AND PROMOTIONS	TRAINING
1st Class Constable	J. T. Williams	29/06/29 43	<u>March 18, 1957</u>	St. John's Amb. First Aid Training General Police Training Course A - 10 wks.
1st Class Constable	E. McCarthy	04/10/35 37	<u>April 15, 1957</u>	St. John's Amb. First Aid Training General Police Training Course A - 10 wks. (FAILED)
1st Class Constable	J. I. MacNeil	17/01/28 45	<u>August 7, 1957</u>	St. John's Amb. First Aid Training General Police Training Course B - 8 wks.
1st Class Constable	C.R. Miller	07/04/32 40	<u>September 9, 1957</u>	St. John's Amb. First Aid Training General Police Training - 8 wks. O.P.P. (3 yrs.)
1st Class Constable	W. G. Rutherford	22/05/26 46	<u>November 18, 1957</u>	St. John's Amb. First Aid Training Handling & Transportation of Emergencies at Hotel Dieu Hospital - 8 wks. Breathalyzer Course - 2 wks. General Police Training Course B - 8 wks.
1st Class Constable	N. F. Cook	30/04/29 43	<u>April 7, 1958</u>	St. John's Amb. First Aid Training General Police Training Course A - 10 wks.

RANK	NAME	D.O.B. (AGE)	DATE OF APPOINTMENT AND PROMOTIONS	TRAINING
1st Class Constable	J. F. Payne	25/02/24 49	<u>April 21, 1958</u>	St. John's Amb. First Aid Training General Police Training Course A - 10 wks
1st Class Constable	H. J. Reid	14/01/35 38	<u>April 13, 1959</u>	St. John's Amb. First Aid Training General Police Training Course A- 10 wks. Crowd Control Seminar - 1 day
1st Class Constable	W. R. Nicholson	23/10/36 36	<u>November 13, 1961</u>	St. John's Amb. First Aid Training General Police Training Course A- 10 wks. Photography Course (St. Lawrence College) 2 yrs - 4 parts.
1st Class Constable	G. S. Paterson	01/05/42 30	<u>March 19, 1963</u>	St. John's Amb. First Aid Training Recruit Training Part A & Part B
1st Class Constable	D. G. Weir	10/06/42 30	<u>July 23, 1962</u>	St. John's Amb. First Aid Training Instructional Course on Handling and Transportation of Emergencies at Hotel Dieu Hospital - 8 wks.
1st Class Constable	W. A. Quick	04/08/42 30	<u>March 11, 1963</u>	St. John's Amb. First Aid Training Recruit Course Part A and Part B

RANK	NAME	D.O.B. (AGE)	DATE OF APPOINTMENTS AND PROMOTIONS	TRAINING
1st Class Constable	B. Van Camp	16/07/43 29	<u>July 23, 1962</u>	St. John's First Aid Training General Police Training A - 10 wks. Instructional Course on Handling & Transportation of Emergencies - 8 wks.
1st Class Constable	G. McKenna	10/03/43 30	<u>July 24, 1962</u>	St. John's First Aid Training General Police Training Course A-10 wks. Breathalyzer Course - 2 wks.
1st Class Constable	P. J. Martin	11/07/39 34	<u>March 16, 1964</u>	St. John's Amb. First Aid Training Recruit Course Part A & Part B
1st Class Constable	W. D. Hawley	28/01/44 29	<u>January 6, 1964</u>	St. John's Amb. First Aid Training Recruit Training Part A & Part B - 6 wks each CPIC Terminal Operators Course - 1 wk.
1st Class Constable	A. C. O'Sullivan	10/09/35 37	<u>March 15, 1965</u> Aug. 3/54 - Sept. 13/63 (records)	St. John's Amb. First Aid Training Recruit Training Parts A & B - 6 wks ea. CPIC Terminal Operators Course - 1 wk.
1st Class Constable	J.O.V.G. Nadeau	22/02/41 32	<u>June 1, 1965</u>	St. John's Amb. First Aid Training Recruit Course Part A & B - 6 wks. ea.

RANK	NAME	D.O.B. (AGE)	DATE OF APPOINTMENT AND PROMOTIONS	TRAINING
1st Class Constable	P. W. Hazell	15/09/44 28	<u>March 16, 1965</u>	St. John's Amb. First Aid Training Recruit Course Part A & B - 6 wks. ea.
1st Class Constable	M. J. Anderson	30/05/40 32	<u>October 12, 1965</u>	St. John's Amb. First Aid Training Recruit Course Parts A & B - 6 wks. ea. Crowd Control Seminar - 1 day Breathalyzer Course - 2 weeks
1st Class Constable	W. W. O'Connor	22/08/43 29	<u>October 12, 1965</u>	St. John's Amb. First Aid Training Recruit Course Parts A & B - 6 wks. ea.
1st Class Constable	R. E. Elliott	22/11/44 28	<u>March 4, 1965</u>	St. John's Amb. First Aid Training Recruit Course Parts A & B - 6 wks. ea.
1st Class Constable	P. M. Field	22/05/43 29	<u>March 28, 1966</u>	St. John's Amb. First Aid Training Recruit Course Parts A & B - 6 wks. ea.
1st Class Constable	E. J. Brash	28/05/32 40	<u>April 14, 1966</u>	St. John's Amb. First Aid Training General Police Training Course Part A 10 weeks
1st Class Constable	R. A. Snider	03/07/45 27	<u>July 28, 1964</u>	St. John's Amb. First Aid Training Recruit Training Part A - 6 weeks
1st Class Constable	J. G. Hogan	30/07/45 27	<u>February 2, 1965</u>	St. John's Amb. First Aid Training Recruit Training Parts A & B - 6 wks ea.

RANK	NAME	D.O.B. (AGE)	DATE OF APPOINTMENT AND PROMOTIONS	TRAINING
1st Class Constable	A. D. McFarlane	28/05/45 27	<u>August 5, 1966</u>	St. John's Amb. First Aid Training Recruit Courses A & B - 6 wks. ea. Crowd Control Seminar - 1 day
1st Class Constable	C. J. McCormick	16/04/44 28	<u>October 3, 1966</u>	St. John's Amb. First Aid Training Recruit Training Parts A & B - 6 wks ea.
1st Class Constable	C. P. Barber	06/01/42 31	<u>December 5, 1966</u>	St. John's Amb. First Aid Training Recruit Course Parts A & B - 6 wks. ea. Crowd Control Seminar - 1 day
1st Class Constable	W. C. Kincaid	06/03/44 29	<u>July 24, 1967</u>	St. John's Amb. First Aid Training Recruit Training A. & B - 6 wks. ea.
1st Class Constable	S. R. Smith	31/03/45 28	<u>August 1, 1967</u>	Training for Probationary Constables While with Metro Police, Toronto Breathalyzer Course - 2 weeks
1st Class Constable	L. J. Carroll	29/11/41 31	<u>September 5, 1967</u>	St. John's Amb. First Aid Training Recruit Course Parts A & B - 6 wks. ea.
1st Class Constable	R. E. Richer	15/09/46 26	<u>March 7, 1966</u>	St. John's Amb. First Aid Training Recruit Courses Part A & B - 6 wks. ea. Crowd Control Seminar - 1 day

RANK	NAME	D.O.B. (AGE)	DATE OF APPOINTMENT AND PROMOTIONS	TRAINING
1st Class Constable	C. W. Armstrong	05/11/46 26	<u>June 20, 1966</u>	St. John's Amb. First Aid Training Recruit Course Parts A & B - 6 wks. ea. Crowd Control Seminar - 1 day
1st Class Constable	R. D. Carr	17/06/46 26	<u>April 1, 1968</u>	Recruit Course Parts A & B - 6 wks ea. Identification Course - 11 weeks
1st Class Constable	J. M. C. O'Connor	07/10/33 39	<u>July 15, 1968</u>	Recruit Course Parts A & B - 6 wks. ea. Breathalyzer Course - 2 weeks
1st Class Constable	D. J. Kellogg	16/10/45 28	<u>August 20, 1968</u>	Recruit Course Parts A & B - 6 wks. ea.
1st Class Constable	J. M R. Murphy	28/07/47 25	<u>September 3, 1968</u>	Recruit Course Parts A & B - 6 wks. ea.
1st Class Constable	K. J. Bartsch	23/03/48 25	<u>March 11, 1968</u>	Recruit Course Parts A & B - 6 wks. ea.
1st Class Constable	D. P. Burke	01/05/48 24	<u>June 27, 1967</u>	St. John's Amb. First Aid Training Recruit Course Parts A & B - 6 wks. ea.

RANK	NAME	D.O.B. (AGE)	DATE OF APPOINTMENT AND PROMOTIONS	TRAINING
1st Class Constable	W. D. Revell	25/08/47 25	<u>September 15, 1969</u>	Recruit Course Parts A & B - 6 wks.ea.
1st Class Constable	P. A. Lorenz	20/10/48 24	<u>February 17, 1969</u>	Recruit Course Parts A & B - 6 wks. ea.
1st Class Constable	D. A. Bird	12/10/48 24	<u>November 25, 1969</u>	
1st Class Constable	N. W. Coveney	30/01/47 26	<u>February 2, 1970</u>	Recruit Course Part B - 6 wks. While with O.P.P. Chatham
2nd Class Constable	R. A. Carter	25/01/49 24	<u>January 18, 1971</u>	Crowd Control Seminar - 1 day Recruit Course Part A - 6 weeks
2nd Class Constable	J. V. Latham	19/07/48 24	<u>January 25, 1971</u>	Recruit Course Part A - 6 weeks
2nd Class Constable	J. C. Gibson	25/12/48 24	<u>January 25, 1972</u>	Recruit Course Part A - 6 weeks
3rd Class Constable	E. W. Pringle	28/04/46 26	<u>August 3, 1971</u>	Crowd Control Seminar - 1 day Recruit Course Part A

RANK	NAME	D.O.B. (AGE)	DATE OF APPOINTMENT AND PROMOTIONS	TRAINING
3rd Class Constable	J. Lau	27/12/48 24	<u>February 14, 1972</u>	
Probationary Constable	G. E. Howes	15/10/51 21	<u>December 14, 1970</u>	Crowd Control Seminar - 1 day
Probationary Constable	D. B. Jones	26/04/48 24	<u>December 11, 1972</u>	
Probationary Constable	J. W. McCann	22/02/48 25	<u>January 2, 1973</u>	
1st Class Policewoman	L. M. Paul	04/08/44 28	<u>December 5, 1966</u>	St. John's Amb. First Aid Training Police & Youthful Offender Seminar Recruit Course Parts A & B - 6 wks. ea.
1st Class Policewoman	L. M. Knight	16/05/39 33	<u>January 3, 1967</u>	Recruit Course Parts A & B - 6 wks. ea. Seminar of Youthful Offender - 1 week
Police Cadet	E. J. Baker	06/07/52 20	<u>February 14, 1972</u>	



RANK	NAME	D.O.B. (AGE)	DATE OF APPOINTMENT AND PROMOTIONS	TRAINING
Police Mechanic	J. G. Henderson	22/11/29 43	<u>January 3, 1950</u>	Special Constable
Dog Inspector	C. Shields	26/02/30 43	October 12, 1955	

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